

CYNGOR SIR POWYS COUNTY COUNCIL

CABINET

20th December 2016

REPORT AUTHOR: County Councillor John Powell
Portfolio Holder with responsibility for HR

SUBJECT: Recruiting & Retaining Our Own Talent and Skills
(RROOTS) project

REPORT FOR: Information

1. Summary

The aim of the RROOTS project is to review, redefine, improve and speed up the internal and external recruitment and retention processes of Powys CC's workforce, to achieve a slimmer workforce with employees being better matched to jobs.

By 2020 some of the services currently managed by PCC will have ceased, been developed to communities, been transferred into other structures (e.g JVCs) or integrated into Health. We need to achieve reduced workforce through the introduction of a robust Workforce plan, that includes improved recruitment and retention processes to ensure we continue to employ the best staff in PCC for our future needs.

Current recruitment costs are high and the process slow. The cost of agency staff is high and the turnover rate in some services is also high. Money is often wasted on recruiting new staff instead of re-deploying those with relevant, transferrable skills to vacancies in other service teams.

As part of Powys Skills Academy, we offered 13 apprenticeships in PCC for 2015/16, compared to 6 in 2014/15 and recognise that this needs to increase in the future.

2. Proposal

The RROOTS project aims to :

- Have the flexibility to move staff to where they are most useful to PCC
- Implement a disciplined approach to workforce planning across all service areas
- Reduce the workforce but retain and develop talent to produce multi skilled, flexible employees who can move around the organisation
- Overhaul and improve the recruitment process, including Job evaluation, placing emphasis on skills, behaviours and competencies first followed by technical ability
- Introduce a values based approach to recruitment

- Increase opportunities to offer staff progression and job security – utilising a job-match approach to recruitment
- Increase the number of posts that are assigned to apprenticeships
- Use a Vacancy Authorisation Scrutiny panel (**VAS**) approach to all recruitment matters that impact on the pay bill (including new posts, consultants, agency etc)
- Reduce annual workforce pay bill

3. Time frame and next steps

3.1 The RROOTS project was signed off by Management Team on 2nd November 2016 and will now move into implementation phase, consisting of 4 key areas which is anticipated will be implemented over the next 18 months:

- The set up of the VAS panel to meet weekly from January 2017. This panel will consider and approve a vacancy authorisation and scrutiny (VAS) process within the Council (excluding schools), which will consider requests to fill all vacancies, including agency workers, better deploy and match current resources with organisational demands to recruit and retain new employees and redeploy existing employees to minimise the cost of redundancies. The Joint Workforce and OD Director or nominated representative will lead the process.
- Investigate and secure a 'System' that will capture staff skills and experience. The system will have the ability to match staff to job vacancies based on skills, ability and experience rather than qualification (this system will be based the model that is successfully used by Calderdale Council – Yorkshire, along with Sunderland and Nottingham Councils) and have in place by April 2017
- Re profiling of job descriptions – utilising a skills and values based approach as and when they become vacant or are created. Re profiling of some roles into apprenticeship roles.
- Work with the existing JE pay modelling to be able to evaluate roles based on skill, abilities and experience rather than qualifications and technical ability

3.2 As part of this project a corporate communication plan will be developed that will seek to:

- Brief managers on the RROOTS project
- Brief staff on the RROOTS project and provide details on how staff can enter their skills into the job match system
- Raise the profile of the importance of workforce planning, talent identification and succession planning
- Raise the profile and value of utilising and recruiting apprentices into roles
- Track and promote success stories
- Promote the 'Powys Brand' as a great place to work and live – supporting a creative approach to recruitment

4 Links to strategic context or other projects

- The RROOTS project is one of the key objectives in the Council's OD Strategy (Recruitment, Talent Management, Reward and Recognition, Apprentice and Graduate Development and Staff Engagement)
- Links closely to the recent Wales Audit Office corporate assessment of the Council's approach to workforce planning
- Supports the Council's key priorities in the Corporate Improvement Plan and Powys One Plan "Delivering services for less"
- Will encompass current HR/Employment Services work on Starters and Leavers

Recommendation:	Reason for Recommendation:
To note the RROOTS project proposal for information	The RROOTS project is to review, redefine, improve and speed up the internal and external recruitment and retention processes of Powys CC's workforce, to achieve a slimmer workforce with employees being better matched to jobs.

Relevant Policy (ies):	
Within Policy:	Y /
Within Budget:	Y /

Relevant Local Member(s):	N/A
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Person(s) To Implement Decision:	Report for information
Date By When Decision To Be Implemented:	

Contact Officer Name:	Tel:	Fax:	Email:
Sarah Powell	07799860785		Sarah.powell@powys.gov.uk