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## **OVERVIEW AND SCRUTINY COMMISSION**

**10 MAY 2018**

### **SUPPLEMENTARY PAPERS**

**TO: ALL MEMBERS OF THE OVERVIEW AND SCRUTINY COMMISSION**

The following papers have been added to the agenda for the above meeting.

These were not available for publication with the rest of the agenda.

Alison Sanders  
Director of Resources

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<b>9. RECRUITMENT AND RETENTION WORKING GROUP</b>	<b>3 - 4</b>
To receive an update on the work being carried out following the Recruitment and Retention Working Group.	

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## Update for Overview & Scrutiny

Prepared 4 May 2018

### Nikki Gibbons Chief Officer HR/ OD

Further to the Recruitment and Retention Workshop with O&S on 29 March 2018, the following areas were considered to be the priority areas for further development::

- Rebranding the Council's recruitment approach including approaching Universities
- Career flexibility and rotation
- Workforce planning and skills
- Exit interviews to give the Council better intelligence

1 Rebranding the Council's recruitment approach including approaching Universities

Penna an external organisation who specialise in marketing and branding will be commissioned to work with the CO:HR/OD to develop employer branding to help in the promotion of Bracknell Forest Council as an employer of choice. This will greatly assist in developing and communicating our place in the national and local market to potential applicants and assist us in attracting the best available talent. Promotional materials including website and social media presence along with other modern media channels such as videos will be produced for us to use in the future. In particular, they highlighted the impact to be gained from using employee testimonials to send messages about the culture of the organisation.

2 Workforce planning and skills and Career flexibility and rotation

The Chartered Institute of Personnel and Development have been commissioned to facilitate workshops for senior leaders across the Council and HR Business Partners to develop the Councils approach to strategic Workforce Planning. This work with Directors Chief Officers and HR Business Partners has now begun and workforce plans are begin drafted throughout may to align with service plans and transformation projects. CMT will consider the Councils strategic workforce plan on the 13 June. An key element of strategic workforce planning will be to have strong workforce data and analytics so that evidence based decisions can be made in relation to future resourcing and workforce development strategies and planning which will also include talent management, succession planning and career flexibility and rotation.

3 Key worker housing

A multi-disciplinary working group has met to prepare to consider the details of a keyworker housing option. HR, Schools HR, Housing, Finance and Legal are involved. Downshire Homes are identifying three-bedroom houses that could be used. In the first instance the priority group for these rooms could be NQTs as they are recruited in predictable annual quantities and would tend to meet the demographics of someone looking for a single rented room rather than a family home. Recruitment for this group begins in January and is only being finalised in June, so the full recruitment incentive effect will not be apparent this year. A report to CMT is being prepared to recommend that we start with one house as a pilot, and work towards a full complement of rooms for the following year's recruits. Finance and Housing are considering the financial implications and provider/commissioner issues, including payments to be made to DHL if the rooms remain vacant and the ability for DHL to find a tenant for a room if it remains empty for over 6 weeks. It seems likely that the offer would be for a room in a shared house for up to two years,

to be terminated if the employee left BFC. Groups other than NQTs could be offered the option of rooms if they were available. A fully worked up offer will include considerations of how rooms will be furnished, the level of rent due, and the employment circumstances which would lead to the employee being given notice to leave.

4 Recruitment and Retention Strategy and exit interviews

A clear and comprehensive Recruitment and Retention Strategy is being developed for CMT to consider all of the related issues highlighting the issues above which O&S had identified as their priorities including developing the Councils approach to Exit interviews. It is to be considered in early summer . The outcome will be to agree an R&R strategy for the future with the key actions highlighted for action this year.