

# Recruitment and Retention

In an uncertain employment environment

Fiona Sutton-Wilson, Head of APSE Training



# How can we create more sustainable workforces?

- What is the problem?
- How can we attract staff?
- How can we encourage staff to stay?
- Training is your friend
- Delivering excellence in public services



# What's the problem?

“Cuts in staffing have reduced the core capacity of local authorities, putting increased demands on those in post”

Local Government Commission 2030





# The problem continues...

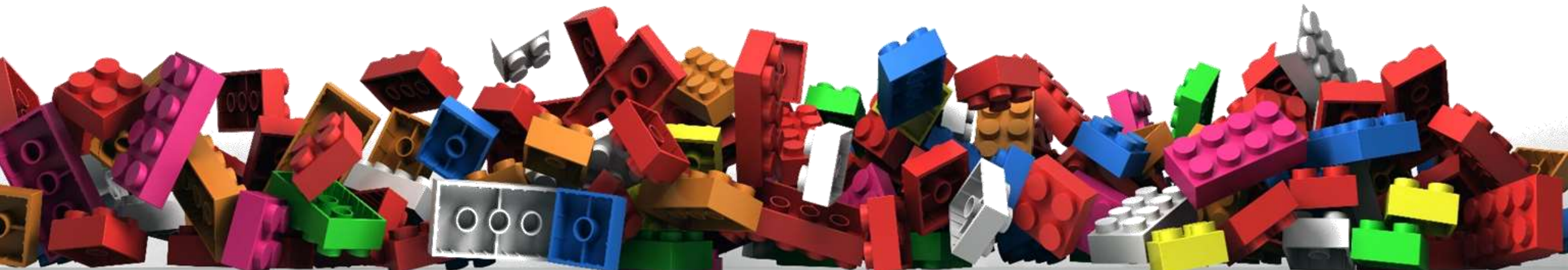
63.5% suggest pay the main issue for both recruitment and retention

31.7% Job stress - strong correlation to APSE findings during 'Covid' survey work

36.4% suggest early retirement impacting on retention

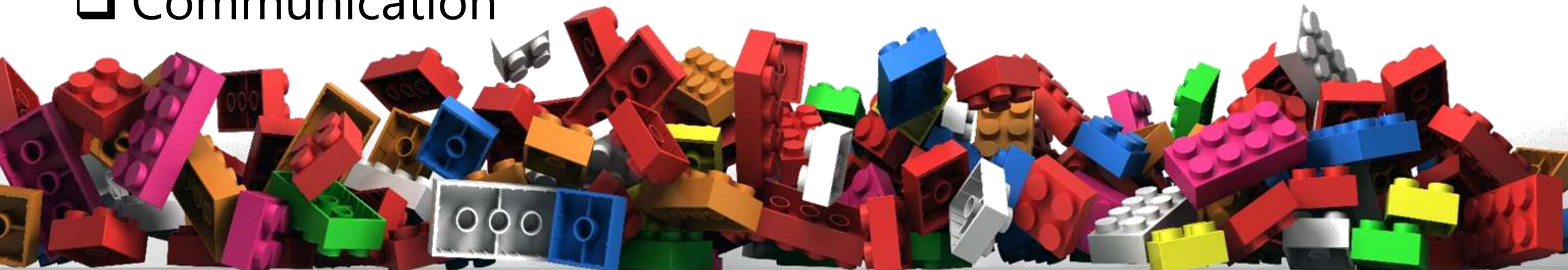
# How can we attract staff?

- What's the story?
- The language we use
- Our requirements
- Process and Time
- Skilled recruiters



# How can we retain staff?

- What are you offering?
- What's the culture and climate?
- Induction and training
- Career pathways
- Mentoring and coaching
- Communication





# How can we encourage staff to stay?

*“Workforce strategies are a vehicle for driving change.”*

Local Government  
Commission 2030





# Going beyond the norm... for individuals

## **BENEFITS FOR EMPLOYEES**

- Feel great
- Do great work
- Professional development and career
- Feel connected
- Improve self esteem

## **MAXIMISE ON THE EXPERIENCE**

- Take responsibility
- Keep a learning log
- Revisit course materials - one day, one week, one month
- How have you implemented learning?
- Become a reflective practitioner

# Going beyond the norm... for the service

## **BENEFITS FOR THE SERVICE/AUTHORITY**

Talent management  
Productivity  
Motivation and engagement  
Reduce sickness absence  
Succession planning - pathways and pipelines

## **MAXIMISE THE EXPERIENCE**

Central learning log of activities/programmes/projects  
Cascade learning  
Take a coaching approach to build on training courses  
Mentor staff who show interest.

# Training accessed by waste and enviro staff...

Health & Safety on Highways and Verges

Health and Safety in Waste and Environmental Services

Introduction to Parks  
Management and Advanced  
Parks Management  
Sustainable Finance

Supervisory Skills,

Coaching and Mentoring

Effective Social Media

Wellbeing in the Workplace

Leadership & Management  
Skills

Developing a  
Customer Culture

Principles of Contract  
Management and  
Advanced Contract  
Management



Carbon Literacy

# What impact can it have?

**“It’s an eye opener - you will learn something relevant to your work and your day-to-day life.”**

Carbon Literacy for Leaders and Managers  
Blackburn with Darwen Borough Council

**“It was my first training using MS Teams, and the APSE team took control of this and made it very easy for the class to get involved.”**

Regional Energy Co-ordinator  
Derry and Strabane District Council

*“If you are looking for ways to engage your followers, structure and learn about different platforms, this course is for you.”*

Effective Social Media Streetscene Officer, Stafford-Upon-Avon



# What are the opportunities?

*“a source of practical ‘know-how’ and front line innovation.”*

- Local Government as a good employer
- Young people in schools and colleges
- News skills and capability career pathways
- Developing the next generation of leaders
- Training and career development for existing employees
- Workforce planning to counter an aging workforce
- Environment, climate change and digitalisation



"If you always do what you have  
always done, you will always get  
what you always got"

Henry Ford

"Education is the passport  
to the future, for tomorrow  
belongs to those who  
prepare for it today."

Malcolm X

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