

Property Regulation

Private rented property licensing schemes

People Strategy

April 2022

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Executive summary

This strategy is to enable successful recruitment, development, and retention of people to the Property Regulation teams. This is so the substantially enlarged licensing schemes are efficiently and effectively administered, scheme objectives are met, and statutory obligations are fulfilled.

Since January 2017, Ealing Council has operated private rented property licensing schemes to improve property conditions and management standards in the borough's private rented sector. The initial schemes expired on 31 December 2021.

In December 2021, the Council agreed to introduce a new boroughwide additional HMO licensing scheme and a new selective licencing scheme (Designation 1,) which came into force on 1 April 2022. Evidence also supported the introduction of a further 12 ward scheme (Designation 2). This will require an application to the Secretary of State, anticipated early summer 2022. The licensing schemes objectives are to:

- Improve housing conditions by eliminating poor standards of management in the private rented sector.
- Reduce Anti-Social Behaviour (ASB) in the private rented sector
- Eliminate rogue landlords.
- Improve the working relationship between the Council and private sector landlords.
- Increase tenant's awareness of the minimum standards to be expected in rented accommodation.

To ensure the successful administration and delivery of the licensing schemes additional staffing is required across the following three key areas:

- a. licensing administration
- b. licensing compliance and
- c. enforcement/legal activities.

The schemes are significantly larger than the previous scheme and will need resourcing with the right capability to deliver the scheme objectives. This is to meet the significant increase in application processing and the amount of investigative and enforcement activities officers will need to undertake.

Insufficient staff to process applications could result in significant issuing delays and collection of Part B enforcement fees. This risks income recovery and the schemes' objectives. To achieve processing efficiencies, the Council has implemented a new IT system for end-to-end application processing and workflow management. A national shortage of suitable officer candidates means the Council will need to spend more on key lead enforcement roles to attract the right calibre of officer.

This strategy sets out approaches to develop capability including attracting skilled EHOs for this larger scheme. It outlines approaches to increase the potential recruitment pool by utilising available similar level officers, expanding recruitment routes, growing the mix of contracting approaches, incentives, and staff development, as well as approaches for retention of existing officers.

1. Introduction

On the 1 April 2022, Ealing Council's new private rented property licensing schemes came into force, making it a legal requirement for most houses in multiple occupation (HMOs) in the London Borough of Ealing and all other privately rented homes in East Acton, Southall Broadway and Southall Green to be licensed.

The Council is also seeking to obtain approval from the Secretary of State (summer 2022) to introduce a second selective licensing designation, which will add a further 12 licensing wards.

Should Designation 2 be approved by the Secretary of State, it is predicted that there will be more than a doubled increase in the number of licence applications received when compared to previous schemes (2017-2021).

The existing Property Regulation team has been scaled back over the last two years to coincide with the end of the first five-year private rented sector licensing schemes. (December 2021).

The purpose of this strategy is to enable successful recruitment, development and retention of people to the Property Regulation teams, to ensure the much-enlarged licensing schemes are efficiently and effectively administered, scheme objectives met and statutory obligations fulfilled.

2. Purpose and Scope

2.1 Background

Since January 2017, Ealing Council has operated private rented property licensing schemes in order to improve property conditions and management standards in the borough's private rented sector. Such discretionary property licensing schemes can only last for a maximum of five years and Ealing's initial schemes expired on 31 December 2021.

[Following a public consultation in 2021](#) and approval by [cabinet](#) in December 2021, the Council agreed to introduce a new boroughwide additional HMO licensing scheme and a new selective licencing scheme (Designation 1) in the three wards of East Acton, Southall Broadway and Southall Green. These schemes came into force on 1 April 2022 for a five-year period and run alongside Mandatory HMO licensing which applies nationwide and is in force indefinitely.

Evidence also supports the introduction of a further 12 wards to be included as part of the selective licensing scheme (Designation 2). However, a scheme of this size will require an application to be submitted to the Secretary of State for approval. It is anticipated that any such application will not be made until early summer 2022.

The licensing scheme objectives are to:

- Improve housing conditions by eliminating poor standards of management in the private rented sector.
- Reduce Anti-Social Behaviour (ASB) in the private rented sector
- Eliminate rogue landlords.
- Improve the working relationship between the Council and private sector landlords.
- Increase tenant's awareness of the minimum standards to be expected in rented accommodation.

The existing Property Regulation teams have been scaled back over the last two years to coincide with the end of the initial scheme (December 2021). Therefore, to ensure that the new scheme objectives are met it shall be necessary to rebuild capacity within the team.

The Council is however aware that there is a shortage of specialist staff for this area in the market, which may create challenges in attracting qualified and experienced environmental health officers.

The introduction of selective licensing schemes in two distinct phased designations will however enable the Council to manage service capacity and capability needs from recruitment through to developing the team to deliver the scheme objectives, whilst learning lessons from Phase 1 recruitment initiatives.

The decision regarding the Designation 2 application, by the Secretary of State will be confirmed later in 2022. A possible delay or rejection to the approval has been factored into this people strategy and recruitment plan.

2.2 Licensing Administration & Enforcement

To ensure the successful administration and delivery of the licensing schemes additional staffing resources shall be required across the following three key areas:

- a) licensing administration
- b) licensing compliance and
- c) enforcement/legal activities

The MHCLG report [*An Independent Review of the Use and Effectiveness of Selective Licensing, 2019*](#) states:

Administration

Where there are insufficient resources to process applications (whether it be due to a lack of manpower, problems with IT systems, or problems with the application process itself), the common result is significant delays in issuing licences due to a large backlog. Delays in issuing licences can lead to problems for the applicant, such as difficulty obtaining financing or securing a managing agent. There can also be serious consequences for tenants, since until the licence is issued, they do not benefit from the protections the licence conditions offer.

Enforcement

Where there are insufficient resources to support an effective enforcement regime, schemes become significantly less effective. In fact, in the course of this research, a lack of enforcement was identified as the single factor that compromises effectiveness more than any other. As a result of insufficient enforcement, unlicensed landlords are identified at a slower rate (if at all), and properties are not inspected (or there is considerable delay in inspection). As a result, criminal landlords are more likely to remain in operation, and property standards are improved at a slower rate. A visible and robust enforcement regime is vital to any scheme since it is the key mechanism by which change is brought about. In the absence of such a regime, unscrupulous landlords and those ignorant of their errors will continue their poor practices, undermining the entire point of the licensing enterprise. Effectively, without meaningful enforcement, licensing can be reduced to an expensive paper exercise

Staffing

Several authorities reported an inability to recruit the number of qualified and experienced environmental health/housing enforcement professionals necessary to meet the needs of the scheme's inspection regime. This problem is exacerbated in designations where the number of privately rented properties found significantly exceeds that anticipated, as there is then a need to recruit such professionals quickly. Authorities reported a variety of attempts to circumvent the shortage, such as graduate training schemes and similar, but a lack of available experienced officers is common. Seeking staff from further afield poses its own difficulty, as personnel are unlikely to

relocate if in a secure position elsewhere given a lack of employment certainty after the five-year period of designation.

2.3 Financial

The Licensing schemes are designed to be self-financing through the levy of fees. The licence fees have been set at a level where the revenue from the fee will cover the costs incurred. The costs included in the fees are:

- additional staff to process applications (including recruitment and training)
- additional staff to carry out inspections of premises
- the cost of dealing with appeals against licensing decisions
- the cost of a new Information Technology system
- other costs associated with ensuring compliance with the scheme.

There is the potential risk of a significant under recovery of income and a failure to effectively achieve the schemes objectives if the Council does not receive the estimated number of applications and fees. This risk has been mitigated by ensuring that sufficient staffing resources are allocated to identifying unlicensed properties.

Insufficient staffing resources to process applications will result in significant delays in issuing licences and therefore the collection of licence fees (Part B enforcement fee). Should the number of licences vary from those anticipated, and/or the profile of applications change, there will be a need for the resourcing requirement to be flexed to manage any pressure this creates within existing budgets.

Evidence from the previous licensing schemes indicates that the largest proportion of applications are received in year one, when landlords wish to take advantage of scheme discounts. Applications are however, consistently received throughout the scheme designation and continue to be received well into year five of the designation.

3. Recruitment and Key Resources

To deliver the service levels outlined in the Cabinet Report, 8th December 2021, the roles identified in the tables below will be required.

As noted, there is a national shortage of suitable candidates in the profession, and this is likely to impact on the Council being able to recruit. The Council will need to spend more on key lead enforcement roles (using for example scarcity market payments) to attract the right calibre of officer.

There will be a significant increase in the amount of work for officers, due to the predicted increase in properties that need Licence Compliance Checks/Audits undertaken (a rise from previous scheme of 3723 to an estimated 24,717) in the borough. This will lead to a subsequent increase in investigative and enforcement activities. The following section looks at the implications of this in terms of number of roles that will need to be recruited to over time.

3.1 Phase 1 - Key Resource Requirements

Table 1 – Administration & Enforcement of Selective Licensing Designation 1 and HMO licensing schemes

ROLES		FTE* March 2022	Filled ** FTE March 2022	Yr. 1 2022	Yr. 2 2023	Yr. 3 2024	Yr. 4 2025	Yr. 5 2026
Enforcement / Compliance	Operations Manager	1	1	1	1	1	1	1
	Enforcement Team Leader	3	2	4	4	4	3	3
	Senior Licensing Enforcement Officer	3	0	6	5	4	4	3
	Licensing Enforcement Officer	15	11	30	25	22	16	15
	Licensing Technical Officer	1	1	1	1	1	1	1
Administration	Licensing Administration Team Leader	1	1	1	1	1	1	1
	Senior Licensing Admin Officer	6	5	5	5	5	4	4
	Licensing Admin Officer	10	6	8	6	6	4	4
Total		40	27	56	48	44	34	32

* FTE– Includes filled and vacant posts

** Actual filled roles. Excludes officers currently on secondment in other roles across Council.

Table 1 shows that at the scheme’s peak in Year 1 (2022) the number of staff required to efficiently administer and enforce the schemes will need to increase to a total of 56. The number of officers required will decrease to 32 over the 5 year licensing designation period.

To ensure there is an effective enforcement regime there is a need for a significant increase in enforcement roles. To achieve maximum efficiencies when processing licence applications, the Council has implemented a new IT system which enables end to end licence application processing and workflow management, thus reducing manual processing time and errors.

It is significantly more efficient than the previous IT system and will reduce manual handling times significantly. Due to these significant efficiencies the number of administration roles (for Phase 1) has not been increased, but it shall be necessary to ensure that current vacant roles are filled.

3.2 Phase 1 - Recruitment Plan

The roles and number of officers needed to be recruited to ensure successful implementation of Phase 1 (Year 1) of the licensing schemes are outlined in Table 2. By achieving these staffing levels the Council will also ensure sufficient capacity and capability in readiness for the potential implementation of Designation 2 of the licensing schemes.

Table 2 – Phase 1 Recruitment (2022)

ROLES	Filled FTE March 2022	Year 1 FTE Required	No. of new FTE to Recruit
Enforcement Team Leader	2	4	2
Senior Licensing Enforcement Officer	0	6	6
Licensing Enforcement Officer	11	30	19
Licensing Admin Officer	6	8	2
Total	27	56	29

Over the 5 years of the licensing designation the service will contract in size, therefore not all roles will be permanent, and consideration should be given to employing officers on a variety of contracts (permanent and fixed-term). Table 3 provides a matrix of roles and variable contract lengths for effective delivery of the licensing schemes.

An employee will be working on a fixed-term contract when they have been employed under a contract of employment that states that it will come to an end:

- Upon reaching a specified date, or
- When a specified task has been completed, or
- When a specified event does or does not occur

Further guidance on fixed term contracts can be found at [Fixed-term employment contracts: What counts as a fixed-term contract - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/fixed-term-employment-contracts-what-counts-as-a-fixed-term-contract)

Table 3 – Matrix of roles and variable contract lengths required for Phase 1

Role	No of New Officers	Duration of Contract in years*
Enforcement Team Leader	1	Permanent
Enforcement Team Leader	1	3
Senior Licensing Enforcement Officer	3	Permanent
Senior Licensing Enforcement Officer	1	4
Senior Licensing Enforcement Officer	1	2
Senior Licensing Enforcement officer	1	1
Licensing Enforcement Officer	2	Permanent
Licensing Enforcement Officer	2	5
Licensing Enforcement Officer	1	4
Licensing Enforcement Officer	6	3
Licensing Enforcement Officer	3	2
Licensing Enforcement Officer	5	1
Licensing Admin Officer	2	1
Total number of new officers	29	

* Start date 2022

3.3 Phase 2 – Key Resource Requirements

Should Ealing Council gain approval for its selective licensing Designation 2, it is anticipated that this will not come into force until April 2023. Table 4 below outlines the number of officers required for the administration & enforcement of Selective Licensing Designations 1 and 2 and the HMO licensing schemes.

The recruitment of these roles will impact on management time to prepare and support the additional team members, should this phase go ahead. It has been assumed that staffing numbers in 2026 will be sufficient to manage the demand until the end of Designation 2 in 2027.

Table 4 – Administration & Enforcement of Selective Licensing Designations 1 and 2 and HMO licensing schemes

		2023	2024	2025	2026	2027
Enforcement/Compliance	Operations Manager*	1	1	1	1	1
	Enforcement Team Leader	5	5	4	4	4
	Senior Licensing Enforcement Officer	7	6	4	3	3
	Licensing Technical Officer	1	1	1	1	1
	Licensing Enforcement Officer	36	28	20	15	15
Administration	Licensing Administration TL*	1	1	1	1	1
	Senior Licensing Admin Officer*	5	5	5	5	5
	Licensing Admin Officer	13	10	8	6	6
TOTAL		69	57	44	36	36

3.4 Phase 2 - Recruitment Plan

To manage the introduction of Designation 2, the service will need to recruit 13 additional officers as outlined in Table 5 below. The challenge will be predominately around positions that are hard to recruit, such as the Enforcement Team Leader, Senior Enforcement Officer and Enforcement Officers.

Table 5 – Phase 2 Recruitment (2023)

ROLES	No. of new FTE to Recruit
Enforcement Team Leader	1
Senior Licensing Enforcement Officer	1
Licensing Enforcement Officer	6
Licensing Admin Officer	5
Total	13

The length of time these officers are required are outlined below. This will be one of the criteria used to set their contracts.

Table 6 – Matrix of roles and variable contract lengths required for Phase 2

Role	No of New Officers	Duration of Contract in years*
Enforcement Team Leader	1	2
Senior Licensing Enforcement officer	1	2
Licensing Enforcement Officer	6	1
Licensing Admin Officer	3	2
Licensing Admin Officer	2	1
TOTAL	13	

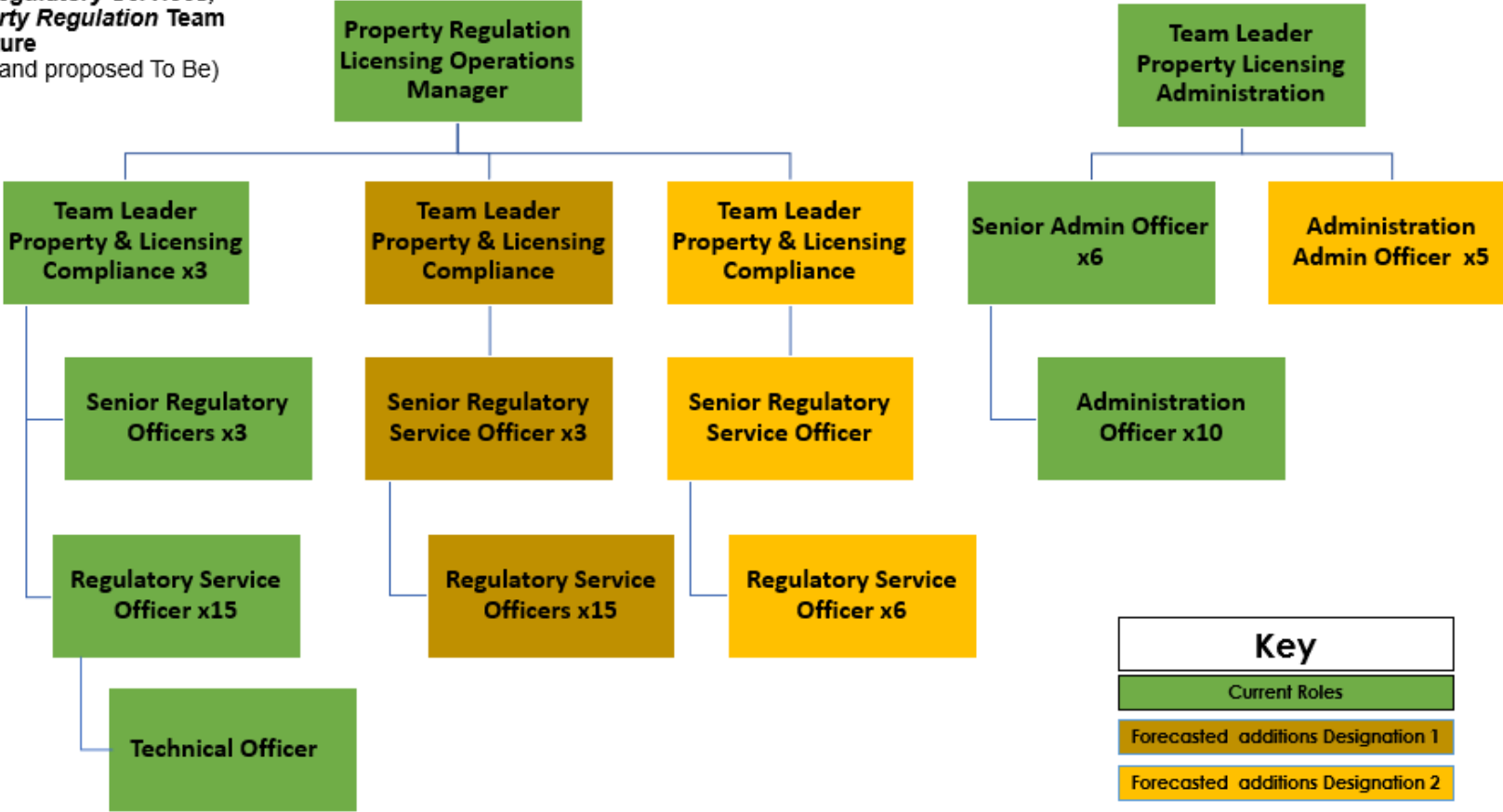
*Start date 2023

3.5 Proposed Team Structure

The proposed team structure is outlined below and includes the current FTE and newly recruited FTE's to meet the future demand for the licensing of HMOs, selective licensing Designation 1 and if approved Designation 2.

Property Regulation Proposed Structure Chart

**The Regulatory Services,
Property Regulation Team
Structure**
(As Is and proposed To Be)



4. Employee Lifecycle

The Employee Lifecycle refers to the six phases an employee goes through within an organisation and can be a useful tool when designing the Council's strategy to attract, recruit, onboard the right people, maintain morale, drive performance, and manage staff turnover.



4.1 Attraction

The Council is aware that within the Environmental Health Housing sector there is a significant skills shortage and the market is highly competitive

In April 2021 the *Chartered Institute of Environmental Health* ¹*workforce survey report* highlighted that the profession faces a number of existential challenges. A lack of resources within teams, tightening budgets and difficulties with recruitment of experienced and qualified practitioners are all issues that have been building up for some time.

This difficulty in recruiting is prevalent more generally in the employment market. A recent Open University study² on skills shortages highlights the following issues:

¹ [EH workforce survey highlights recruitment difficulties \(cieh.org\)Workforce survey England - CIEH](https://www.cieh.org/workforce-survey-england)

² <https://www.ata-recruitment.co.uk/blog/2022/01/candidate-survey-2021-its-time-to-prioritise-retention>

- 67% of employers have had to put their salaries up to compete for talent
- 47% have said that failure to attract the right talent has had a serious impact on business agility and performance
- 51% have left vacancies unfilled
- The average time to fill a role currently sits at 1 month and 22 days. If you then add in an average 1-month notice period, roles are remaining empty for an average of nearly 3 months

In an extremely competitive market which has become employee-driven, candidates are commanding more for their careers and from their employers. To attract the right candidates to the right roles the following actions are recommended:

1. Role Profiles

To recruit the right people a review of the current role profiles should be undertaken to ensure they reflect the key competencies, experience and qualifications candidates will need to fulfil the role.

2. Salary Review and Market Pay Supplements

To address the skill shortages and recruitment and retention issues, market pay supplements and recruitment and retention incentives should be considered. A benchmarking exercise against nine London boroughs recruiting for senior enforcement officers between May 2021 and March 2022 identified that Ealing and Brent pay the lowest salary and Newham pays the highest offering a salary £4,000 higher than Ealing. Market supplements and recruitment and retention incentives also being offered by other local authorities included market supplements between £1000 and £5000, a golden hello of £2000 and 7% market supplement, also one local authority offering the payment of £200 professional registration fees. Refer to **Appendix 1**.

3. Reward and Benefits

In a competitive market employees will be naturally more attracted to employers offering the most favourable terms and conditions of employment. All rewards and benefits must be highlighted. This includes the social conscious rewards of fulfilling a role which has the impact of directly benefitting tenants, landlords and the wider community.

4. Contract types

A combination of permanent recruitment, short-term contracts, fixed term contracts and where needed agency staff should be used.

5. Grow your own talent

To deal with a skills shortage when recruiting for previous schemes, the Property Regulation team adopted a successful 'grow your own approach'. Candidates were appointed that demonstrated the requisite competences for a Regulatory Services Officer. Each officer underwent an intensive training programme.

The service will continue to build upon this approach. Internal secondment opportunities will also be explored, enabling internal career progression and recruitment of people who understand the organisation and the community it

serves to build a long term committed workforce. These people will be supported with a training and development plan based on Phase 1.

6. Apprenticeships & Graduates

Consideration should be given, where appropriate to recruiting apprentices and Environmental Health graduates. This may be through the Council's existing apprenticeship programme (managed through the Council HR team,) and by directly engaging universities (such as Middlesex University) to encourage relevant graduate applicants. The Council has a track record of supporting staff in undertaking Environmental Health degrees and will continue to encourage this.

4.2 Recruitment

This strategy has identified the need to plan recruitment to meet the increased demands placed on service by the scheme's designations. Lessons of the previous scheme means the council understands the implications and is introducing the designations in two phases, to be able to scale-up.

Due to the large number of candidates being sought, the recruitment process must attract high quality and diverse candidates. Consideration should be given to whether to manage the process internally or externally (or a combination). A modern, open and flexible approach to recruitment must be adopted that increases the potential recruitment pool.

This should include improved recruitment channels, materials and a wider use of social media and other platforms. As well as looking to alternate sources of candidates that may not be within traditional groups.

The process must follow the Council's recruitment and selection policy and procedures which incorporates good practice. All those involved in recruitment & selection decisions should be supported by training e.g., unconscious bias training.

Advertising should use language and imagery that maximises potential interest from a diverse range of candidates. A wide range of recruitment channels to seek talent should be explored, including social media posting and networking platforms. In addition to the Councils job webpages advertising should also take place on several online job boards including:

- Environmental Health News
- jobsgopublic.com
- diversityjobs.co.uk
- linkedin.com
- JobCentrePlus
- Indeed.com

Due to the diversity of potential candidates, it is important that successful applicants are effectively onboarded.

4.3 Onboarding

Once an employee has been recruited it is vital that they are integrated into the Council. Successful onboarding will ensure that the new employee acquires the necessary knowledge, tools and support structure to fulfil their duties and responsibilities.

The induction process as detailed in Ealing's corporate *Employee Handbook and Induction Checklist* should be followed. There should be an induction programme for all new staff, regardless of previous experience. The purpose of induction is to:

- Provide training and information about policies and procedures
- Meet relevant colleagues, Service users or other stakeholders
- Support individuals in a way that is appropriate to the role for which they have been engaged
- Confirm the conduct expected of staff
- Discuss the learning and development opportunities available
- Provide opportunities for a new member of staff to discuss any issues or concerns about their role or responsibilities
- Enable the person's line manager or mentor to recognise any concerns or issues about the person's ability or suitability at the outset and address them immediately.

Ealing's corporate policy also requires all new starters to complete a mandatory corporate new starters induction programme on their first day of employment with the Council. This induction is led by an officer from the HR directorate and includes an introduction to the Council. It also provides new starters with the opportunity to receive their IT devices/kit and take part in digital skills training to enable them to be more efficient from day one.

4.4 Development

To maximise the potential of people within the Property Regulation team they must be developed with the right skills and knowledge to enable them to contribute to the successful delivery of the licensing schemes both now and in the future.

Ealing Council is committed to the continuous learning and development of all its employees and provides a range of corporate Learning & Development opportunities which can be accessed in a variety of ways³. The approach taken will be as a result of discussion and agreement between the employee and manager. Consideration will be given to several factors including cost, business need, learning style, appropriateness, and available opportunity.

Different approaches to learning and development that should be considered are outlined below:⁴

³ Ealing Council Learning and Development Policy and Guidance – October 2013

⁴ Adapted from CIPD Learning Methods factsheet, March 2011

Work based

1. On-the-job training - typically learning through observing and/or being assisted by a colleague with more experience of performing a task.
2. In-house development programmes - this category covers a range of learning interventions that are longer-term, broader and/or of a higher level than basic on-the job training.
3. Coaching and mentoring - line managers are encouraged to provide coaching and mentoring support for staff. They have a responsibility to ensure that the skills and knowledge of more experienced staff members are shared with more less experienced employees to ensure that learning occurs in a planned way. It is based on the use of one-to-one discussions to enhance an individual's skills, knowledge or work performance – often for the current job, but also to support career transitions.
4. Job rotation, secondment, job-swap and shadowing – this can be useful in supporting employees in developing the skills and competencies required for developing breadth of experience and moves to new or higher-level roles.

Away from workplace

5. Courses and classroom training – formal courses away from the workplace can offer protected learning time in a risk-free environment to try out new ideas and ways of working.
6. Formal education and qualifications - vocational and management education may be a useful way of meeting learning needs while also allowing learners to acquire qualifications.
7. Conferences – there may be occasions where individuals are permitted to attend a relevant conference. Where this is the case only one person from the Council is expected to attend and share their learning with relevant colleagues on their return.
8. Action learning and learning projects - action learning is a method of collaborative learning where a small group of learners (an 'action learning set') meet regularly to reflect on real work issues. Learning projects are an opportunity to work in cross functional teams, exposing individuals to different areas and enabling them to learn about other aspects of the organisation and broaden their experience.
9. Distance learning and e-learning – involves the use of learning materials delivered through the post or electronically. The Council is particularly committed to developing its e-learning offer. eLearn is a flexible and cost effective way of learning. The term eLearning refers to any learning that uses information and communication technologies, including desktops, laptops, tablets, and smartphones.

10. Blended and 'bite-size' learning – mixing certain types of learning to get the most from the experience and retain the learning. This works particularly well when blending eLearn with more formal classroom-based training.
11. Knowledge management - gathering teams together at the end of projects to review how they have worked and to record 'lessons learned'. These events allow for participants to learn better ways of working together, improve processes and share that knowledge across the wider service area.
12. Voluntary work – the Council supports, encourages, and recognises that volunteering can bring powerful learning experiences, which benefit both the individual and the community.

Support Options

Employees wishing to study for learning and development may be supported through leave of absence for study and/or financial support for full or part-time education, short courses, open and distance learning, and the identification of other learning & development activities, which meet individual and organisational requirements.

Where financial support is not available or appropriate, all employees are entitled to apply and be considered for a Council career and self-development loan.

Specific training and development requirements

All employees will be required to complete the following mandatory training:

- Equality in the Workplace
- General Data Protection Regulation (GDPR)
- Health and Safety for Managers and Employees
- Display Screen Equipment Training and Display Screen Equipment Assessment (2 modules)
- Fire Safety

Enforcement Officers will also require bespoke training and development in the following areas:

- Housing Health & Safety Rating System (HHSRS)
- Statutory Nuisance and Public Health legislation
- Drafting of statutory notices and witness statements
- Understanding of Law & legislation, the Courts & Tribunals,
- Enforcement & Investigation techniques, witness training, PACE.
- Civil Penalties, Rent Repayment Orders, Illegal Evictions & Harassment.

Training and development are a continuous need and will be driven by individuals' competency gaps. These will be captured through individual training and development plans. The individual plans will be aggregated, with learning from phase 1, and incorporated into an overall needs-based service training and development plan for the life of the scheme.

4.5 Retention

High employee turnover will impact upon the schemes financial model and delivery of the licensing schemes objectives. A positive employee retention strategy must be adopted that will maximise employee engagement. To limit employee turnover efforts must be focused on keeping employees and ensuring they are happy and sufficiently challenged in their respective roles within the team.

The following practices have been shown to play a positive role in improving retention:

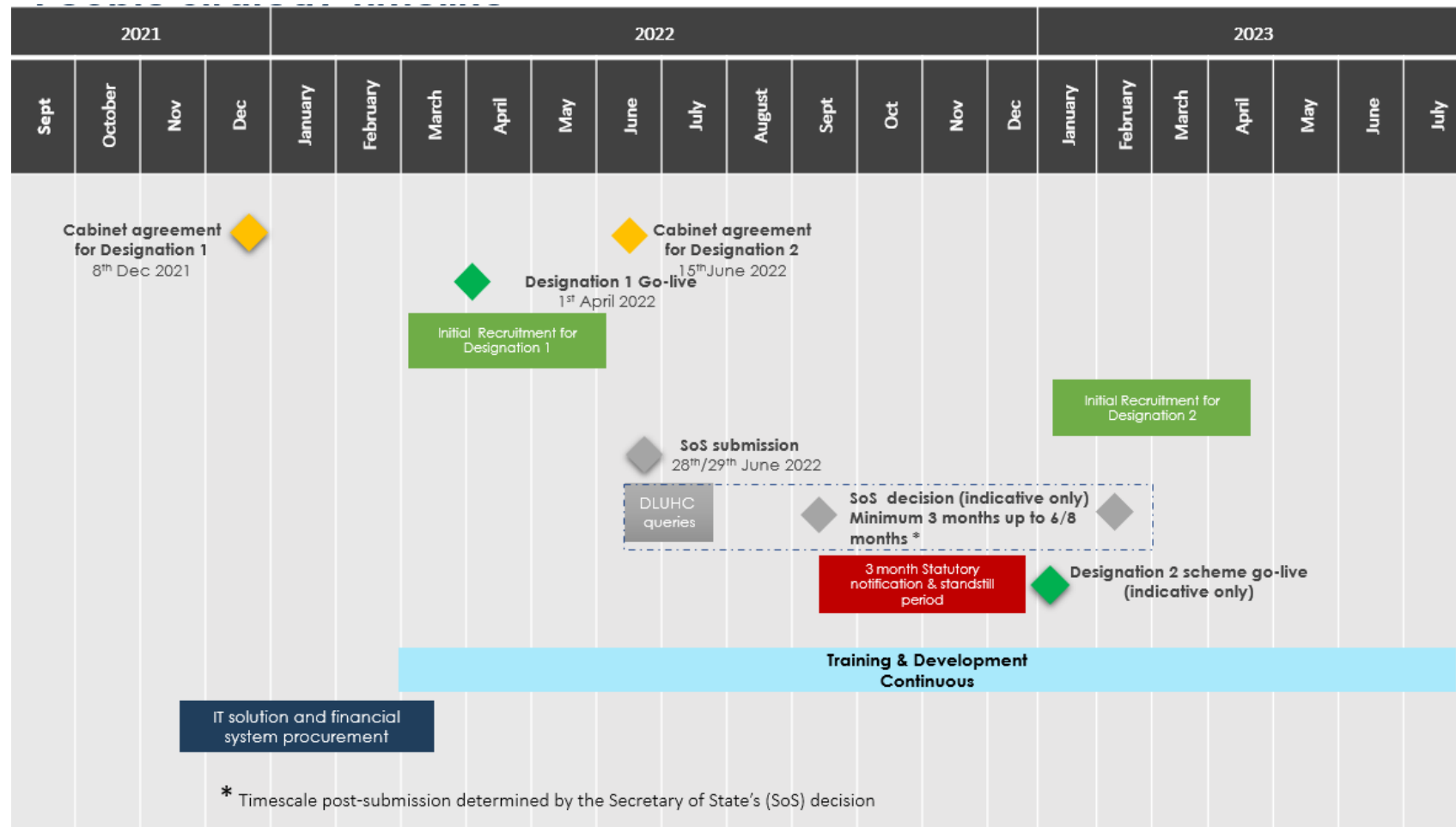
1. Career development and progression – Each employee should have a Personal Development Plan (PDP) to provide a structured set of goals to improve their skills and achieve short and long-term goals. A PDP can be used to understand and manage people’s career expectations. Where promotions are not feasible, there may be possibilities for side-ways moves to allow employees to gain different development experiences.
2. Flexible Working – Flexible working options can improve retention, raise staff morale and increase loyalty and commitment. Ealing Council is committed to facilitating, wherever possible, flexible working practices for staff without compromising the delivery of high quality and responsive services to the local community.
3. Compensation and Reward – The pay structure should be competitive and transparent so that employees have accurate expectations. Other financial incentives which can contribute to better retention include pension plans, paid leave and overtime opportunities. Non-financial rewards include development opportunities and flexible working. Ealing also provides access to a 24 hour employee helpline service.
4. Recognition - Recognition leads to employees feeling more confident and respected, which feeds into overall employee satisfaction. Hard working team members should be recognised publicly.
5. Open and Clear Communication - Senior managers must share information, set expectations, encourage discussion, and elicit honest feedback. This is essential in engendering trust and creating a healthy working environment. With regular communication employees will understand how their specific roles and accomplishments help the teams to achieve the scheme objectives.

4.6 Separation

Employees may leave for a variety of reasons however it is important that the separation process is just as strategic as the onboarding process. Exit interviews are an essential way to gain honest feedback, and ensure that the employee feels valued and recognised. Through the exit interview, insight will be gained into why people are leaving and how you can retain your existing employees.

5. Recruitment timeline

The following provides an overview of the recruitment timeline within the overall licensing schemes implementation plan.



6. Risks

The following are potential risks that could impact the achievement of this people strategy and the overall scheme objectives. These risks must be reviewed and managed by the service.

	Risk	Impact	Mitigations
1.	Due to the national skills shortage of Environmental Health/Housing Officers , the Council may not be able to attract and recruit the required number of enforcement officers to vacant roles.	<p>Reduces the services ability to work effectively in administering the increased number of licencing applications and carrying out inspections and enforcement activity.</p> <p>Insufficient resources to process applications will result in significant delays in issuing licences and therefore the collection of licence fees (Part B enforcement fee).</p> <p>May lead to a reliance on short-term contract and agency staff,</p> <p>Reputational damage</p>	<p>The service should:</p> <ul style="list-style-type: none"> - explore internal secondment opportunities. - The career graded role profile enables the recruitment of candidates with requisite competences enabling the Council to 'grow its own talent'. - consider a mix of FTC and agency staff to cover hard to recruit to roles, - explore apprenticeships and graduate students
2.	Due to uncompetitive salary packages, the service may not be able to attract and recruit the right calibre of people to key lead roles.	<p>The service will be less effective in key areas, at a time when there will be increased demand on the service</p> <p>Reputational damage</p>	<p>The Council should:</p> <ul style="list-style-type: none"> - consider offering market scarcity payments and other incentives, as part of any financial package - consider a mix of FTC and agency staff to cover hard to recruit to roles
3.	Management time spent on recruitment activity will impact on managers day to day duties.	<p>Service delivery may be impacted as 'business as usual tasks' cannot be undertaken.</p>	<p>The service should:</p> <ul style="list-style-type: none"> - plan all recruitment activity in advance - consider outsourcing parts of the recruitment process - Look at ways of freeing up management time

	Risk	Impact	Mitigations
4.	The service is unable to recruit to key roles in a timely manner.	Reduces the services ability to work effectively in administering the increased number of licencing applications and carrying out inspections and enforcement activity, especially if Designation 2 is approved. Reputational damage	The service should: <ul style="list-style-type: none"> - explore internal secondment opportunities. - The career graded role profile enables the recruitment of candidates with requisite competences enabling the Council to 'grow its own talent'. - consider a mix of FTC and agency staff to cover hard to recruit to roles, - explore apprenticeships and graduate students - Ensure performance reporting is in place for early sight of potential issue.
5.	Field Officer Mobile App element of the IT system is not made available.	The service will not be able to utilise the full IT system and this will impact on the efficiency of the service. Additional people resources may be required.	The Council should <ul style="list-style-type: none"> - Explore alternatives to iOS devices that may be integrated into the system to provide long term benefits .
6.	Decision on Designation 2 is delayed.	Staff contracts will need to be extended to ensure they remain in post pending any decision. This will impact team budget.	Plans are based on Designation 2 going live earliest 2023. This will need to be kept under review.
7.	On-going pandemic risks of a reduced workforce	Reduces availability of staff to the service, who may need to self-isolate. Inability of being able to inspect a property due to vulnerable tenants and duty of care to vulnerable people.	The Council should: <ul style="list-style-type: none"> - Provide clear guidelines on working requirements, if testing positive with Covid-19. - Business continuity plans are enacted to ensure continuity of service delivery e.g. allocating inspections to another officer, if available, postponing visits until safe to carry out.

7. Conclusion

This strategy sets out the key areas the Council must consider and the resources it will need to deliver the PRSL schemes successfully over the coming 5-6 years. It highlights the need to ensure the Council can recruit and attract the right calibre of expertise, as demand for its services will change substantially. These changes will be in an overall context of a shortage of experts and practitioners.

To ensure the service is sufficiently staffed and make Ealing an attractive place to work, the service should attract a diverse workforce. There will be a need to use innovative approaches to recruitment. This will need to cover a range of factors from rewards and benefits, (especially for lead roles), including using a variety of contract types and recruitment channels. This can also include a Grow Your Own Approach, for instance apprenticeships and internal secondments.

The strategy sets out the opportunities for staff, new and existing, to upskill and work towards obtaining qualifications that can lead to career progression. This will undoubtedly enable service sustainability.

Salary Review and Market Pay Supplements

Benchmarking

Local Authority	Senior Enforcement Officer (qualified)*	Market Supplements/ Recruitment Incentives
Newham	40,869 - 46,839	Plus £1000 R&R package
Waltham Forest	38,324 - 45,869	£5000 market supplement PA included
Islington	37,491 - 45,594	
Tower Hamlets	37,491 - 44,598	
Camden	37,638 - 43,659	Plus a £2,000 golden hello, Zone 1 & 2 annual travel card allowance and 7% market supplement
Barking and Dagenham	40,869 - 43,860	
Greenwich	40,869 - 43,860	Plus £200 professional registration fees
Kingston Upon Thames	26,530 - 43,860	
Ealing	40,869 - 42,855	
Brent	36,708 - 42,855	

* Essential qualifications include EHRB Registered/Chartered EHP/BSc and HHSRS