

- revising the criteria for social care posts to allow for qualifications to be achieved in employment
- redesigning jobs through organisational change to be more attractive to job seekers
- developing a business case for recruiting qualified solicitors by offering a market supplement, this is a short-term remedy but will allow the council to respond to current market conditions.

54. The council has recently introduced an online exit survey, to understand why employees are leaving and how it can introduce improvements to better retain staff.

55. The council has also tried innovative recruitment practices such as redesigning posts and looking at qualification criteria to ensure services and staffing numbers can be maintained.

56. The council is in the process of piloting stages three and four of a Succession Planning Framework across services to develop the necessary skills and capacity. All services have already completed stages one and two of the frameworks which involved an assessment of imperative posts.

A key aim of the council's People Strategy is to recruit young people into roles at the council

57. The council has done this through careers fairs at local schools, apprenticeship and graduate schemes. As of January 2024, the council had approximately 67 apprentices, with the majority of these working in Housing, Customer and Building Services (HCBs).

58. The council also runs an employability programme, Skills Training Programme, for school leavers who need support to move into employment and training. The programme offers accredited training and a paid work experience placement. Since the pandemic, the HR service has taken on five skills placements, with two having progressed into employment within that service.

The Health and Social Care Partnership has launched a mentoring programme to help with the retention of new care staff

59. To help with the retention of new care staff, the West Lothian Health and Social Care Partnership (HSCP) launched a mentoring project in 2022. This programme offers mentoring support to new social care staff during their induction period. From February 2022 to August 2023, the programme supported 36 new care staff under the programme, with a total of 12 staff members still being in post for over a year. The HSCP is looking to replicate the mentoring programme in other areas of the workforce.