

BRISTOL CITY COUNCIL

HR COMMITTEE

19 December 2019

Report of: Director of Workforce and Change

Title: Our Brand and Recruitment

Ward: N/A

Officer Presenting Report: Mark Williams, Head of Human Resources

Contact Telephone Number: 07795 446270

RECOMMENDATION

That the HR Committee notes the report.

Summary

We have set a challenging and ambitious pace to become a council that people are proud to work for and which delivers its priorities to high standards. The Organisational Improvement Plan sets out the actions we are already taking and the actions we plan to take to support our transformation journey. One of the six workforce themes within the Organisational Improvement Plan is 'Our Brand and Recruitment.' This report provides an update on the work that has taken place this year.

Policy

Recruitment practices must be fair, consistent and defensible.

Consultation

1. Internal

HR team, Hiring Managers

2. External

3. Context

Our aim is to become an 'employer of choice'; attracting, developing and retaining the best talent from all sections of the community. We want to attract a diverse range of employees who share our values and have the skills we need to help us realise our vision. Our recruitment and selection process needs to be efficient, robust and user-friendly for the candidate, an experience which reflects the culture of the council and helps hiring managers get the right people into the right role.

We are proud of our range of employee benefits, development opportunities and flexible working options for a good work-life balance. We want to promote this in conjunction with our vision as a Council to enable us to become an 'employer of choice.'

Current position

Brand

Our inclusive employer brand is reflected through the launch of our external recruitment website. Inclusive imagery, text and a bespoke video promoting our work-life balance opportunities designed to appeal to a diverse range of potential applicants and sell the council as a great place to work to ensure we get the very best talent.

We run a dedicated employer branding campaign designed by our specialist recruitment advertising agency to promote our brand to a diverse, local audience. Social media platforms include Facebook which has great management information so we know we are reaching diverse groups. We also run targeted campaigns on Indeed.co.uk which are continuously changed depending on what the hard to fill roles are at any given time to ensure our message is reaching the talent we want to apply for our jobs.

Recruitment and Selection Policy

Our policy is fair, consistent and defensible and hiring managers must put it into practice when recruiting. We recognise that there are some compliance issues in terms of consistent best practice particularly in regards to internal recruitment. Mandatory refresher training for all hiring managers began last September. So far 447 hiring managers have attended with a further 106 booked to attend. The training programme was independently reviewed by independent equalities and inclusion consultancy before it commenced. It covers both internal and external recruitment, job paperwork, unconscious bias and the end to end recruitment process. Feedback received to date has been very positive.

Assessment

It became apparent that many hiring managers only use interviews as a means to assess candidates. Whilst interviews are a valid part of any recruitment process, they have limitations. Research highlights that interviews have low validity in predicting future performance. The Resourcing team have recently undergone external professional training to increase knowledge of appropriate types of assessment approaches i.e practical, numerical and psychometric tests. To assist hiring managers with assessment methods a comprehensive toolkit to support managers on a practical level is being produced. In addition to higher validity, a recruitment process with a number of assessment elements has a positive effect on diversity as it helps to ensure that candidates with protected characteristics are given a number of ways to demonstrate their suitability for a job.

Applicant Tracking System (ATS)

We will be changing our Applicant Tracking System provider in 2020 to ensure we have a recruitment system which supports our priorities and provides both hiring managers and candidates with a better experience. Improvements will include a more streamlined approach to internal recruitment and the ability to track our advertising so we know where our best talent is coming from.

Career Progression for Black and Minority Ethnic Employees (BAME)

Progression rate for BAME is currently at a higher rate than for non BAME staff as at Q2 (30th September 2019). We have seen significant improvement this financial year.

Diverse Recruiters

Independent volunteers (BCC employees) from protected groups have undergone specialist diverse recruitment training to enable them to support Hiring Managers in the recruitment process.

Diversity in Recruitment Practice

We are receiving external advice and support on how we can improve the recruitment diverse talent through changing our recruitment practice and job design.

Living Wage for Apprentices

This will have a major benefit in improving attraction from diverse groups

4. Proposal

That the HR Committee notes the report.

5. Other Options Considered

Not applicable

6. Risk Assessment

Not applicable as the report is for information

Public Sector Equality Duties

8a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:

- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
- ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --

- remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
- take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
- encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

- iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
- tackle prejudice; and
 - promote understanding.

8b) An Equality Impact Assessment has not been completed in relation to this report. However, the delivery of the action plan will support the council to become a more diverse and inclusive organisation.

Legal and Resource Implications

Legal

The Report details the Council's recruitment practices. The Local Government Act 1972 s.112 confirms the requirement that all appointments by the council are to be made on merit. The proposals contained in the report will assist the Council in meeting the requirements of the Equality Act 2010 and Public Sector Equality Duty.

(Legal advice provided by Husinara Jones, Team Leader /Solicitor)

Financial

(a) Revenue

There are no financial implications and this work is covered within existing resources and funding allocated for the organisational improvement plan.

(b) Capital

None

(Financial advice provided by Kevin Lock, Finance Manager)

Land

None

Personnel

The report sets out the HR implications.

(Personnel advice provided by Mark Williams, Head of HR)

Appendices: None

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985
Background Papers:**

Bristol City Council Organisational Improvement Plan.

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