

RESOURCING AND RECRUITMENT POLICY

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| Policy Date | January 2022 |
| Review Date <i>when under review, this policy should continue to be used</i> | January 2024 |
| This policy is non-contractual | |
| Version <i>This policy may be amended prior to the review date to comply with any new, relevant legislation or organisational change that affects how this policy is used</i> | 1 |
| Related Policies | <p>Safeguarding Policy</p> <p>DBS Policy</p> <p>Equalities Policy</p> <p>Redeployment Policy</p> <p>Secondment Policy</p> <p>Agency Workers Procedure</p> <p>Remuneration Policy</p> <p>Recruitment Strategy</p> <p>Organisational Development Strategy</p> <p>Recruitment of Ex-Offenders policy</p> |

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1. Purpose

- 1.1 We are committed to effectively resourcing the council in order to meet operational needs. This policy sets out the approach that the council will take to achieve the delivery of services, both internally and externally, through its workforce arrangements.
- 1.2 In line with the council's Organisational Strategy, this Policy will ensure that the council have the right people, with the right skills and attitude, in the right job, in the right environment and paid the right rate.
- 1.3 This policy supports the key aims of the council's Safeguarding Policy, DBS Policy, Equality Policy, Redeployment Policy, Secondment Policy, Agency Workers Procedure, Recruitment of Ex-Offenders policy and Organisational Development Strategy.
- 1.4 This policy supports the council's requirements for flexibility and agility in resourcing services and corporate projects critical to delivering council strategies.

2. Scope

- 2.1 This policy applies to all job applicants and existing employees regardless of gender, gender reassignment, race, religion or belief, disability, sexual orientation, age, trade union membership or public interest disclosure status. It also applies to part time and fixed term employees.
- 2.2 The responsibilities set out within this policy apply to all Officers undertaking resourcing/recruitment activity on behalf of their services.

3. Principles

- 3.1 Equality and inclusion principles are embedded into the council's approach to resourcing and recruitment activity in line with the council's Equality Policy.
- 3.2 The council's stated values and behaviours which support the council strategies underpin selection activity and decision-making.
- 3.3 Redeployment of internal resources is utilised to mitigate against redundancies and loss of talent from the council in line with the council's Redeployment Policy.
- 3.4 Heads of Service will determine and direct the most appropriate staffing arrangements for their services, based on operational requirements, risks to service and project delivery and Executive Board approval.

- 3.5 Officers involved in resourcing/recruitment activity must have undertaken, in advance, appropriate training in the areas of safeguarding, equality and inclusion, and recruitment and selection methods. Heads of Service are accountable for ensuring this requirement is met within their services.
- 3.6 Legislation and/or regulations in place at the time of resourcing/recruitment activity will be strictly adhered to and appropriate evidence of compliance recorded.
- 3.7 Recruitment to Chief Officer¹ roles will be conducted in accordance with the council's Constitution including the Scheme of Delegation.
- 3.8 Temporary resources may be drawn from the existing workforce without reference to the recruitment process contained on the council intranet where a specific skill set is required and identified within a limited pool of employees. The Head of Service will document the rationale for this approach, including evidence of equality and inclusion principles.

¹ 'Chief Officer' as defined in the HBC Pay Policy Statement

4. Resourcing

- 4.1 Heads of Service and/or their nominated deputies will review team structures and roles regularly to ensure alignment with business plans, emerging service delivery methods, succession planning and short-term requirements.
- 4.2 A risk-based approach will be used to assess the need for additional or replacement staffing and a business case developed for Executive Board decision and approval.
- 4.3 Job design and organisational design principles will be utilised to determine the correct resourcing/roles required. Human Resources will provide support to Heads of Service to review proposals prior to the submission of a business case.
- 4.4 Resourcing/recruitment activity will not be initiated until Human Resources has advised Heads of Service of employees at risk of redundancy and potential suitability where this is applicable.
- 4.5 Where a vacancy arises, Heads of Service will consider whether work tasks/projects can be ceased or reduced in scope. This assessment will be included within the business case.
- 4.6 All resourcing decisions will consider the following options:

- a. Flexible working patterns such as part time, annualised hours, term time working etc, being advertised within recruitment adverts
- b. Fixed term contracts utilised over permanent contracts
- c. Apprenticeship qualifications for existing or new roles to build skills and future talent
- d. Expand existing roles to career graded opportunities to support retention and development of talent
- e. Creation of career development roles for new positions
- f. Training existing staff to fill skills gaps
- g. Internal or external secondments offered to fill skills gaps and development of talent
- h. Utilising existing postholders in other services to undertake similar work on a temporary basis
- i. Digitisation of work tasks to release resources for added value work

4.7 The nature of Local Government working is such that a flexible approach to resourcing is required. To support this requirement, the S.151 Officer may authorise the appointment of existing staff members into roles which are similar in nature. The provisions of 4.4. will apply in all instances.

5. Recruitment

- 5.1 Opportunities will be advertised through a variety of media according to labour market trends and the speciality of the work to be undertaken. Opportunities may be advertised to the internal workforce only, or externally to all potential applicants. The provisions of 3.8 will apply where recruitment advertising does not take place.
- 5.2 Existing casual workers, agency workers, and consultants/contractors engaged in 'off payroll' arrangements may apply for opportunities advertised internally only. This is in recognition of the contribution being made by the peripheral workforce to the delivery of the council strategies and affording opportunities as a reward.
- 5.3 Opportunities to be advertised externally will be automatically promoted through specific organisations supported by the council, to reach under- represented groups.
- 5.4 The council participates in Guaranteed Interview Schemes for armed forces veterans. Applicants are required to confirm if they are an armed forces veteran on their application form.

- 5.5 We are a Disability Confident employer who commits to interviewing applicants with disabilities who meet the essential criteria.
- 5.6 Employees appointed originally to a fixed term role or appointed temporarily on a secondment basis, may be transferred onto a permanent contract without a further recruitment process, where a fair and open recruitment process was originally undertaken, the role has not substantially changed following the initial recruitment process and the performance of the postholder is satisfactory.

6. Recruitment Process

- 6.1 The recruitment process is saved within the Recruitment section of the Council's intranet.
- 6.2 Recruitment is managed by line managers using the Council's Applicant Tracking System (ATS). The ATS provides HR and managers with a central record of recruitment undertaken in any given vacancy. The information stored on the ATS is subject to GDPR principles. Manager user guides are available on the Council's intranet.

7. Governance

- 7.1 Positions requiring a Standard or Enhanced DBS check will be subject to the provisions of the council's DBS Policy and recruitment guidance set out in the council's Safeguarding Policy will apply. The Recruitment of Ex-Offenders policy will also apply. Heads of Service and/or their nominated deputy are responsible for undertaking such responsibilities and recording evidence of compliance.
- 7.2 All appointments for paid work are subject to immigration laws which are strictly adhered to. UK nationals are subject to Home Office 'Right to Work' checks and Non-UK nationals are subject to the UK Points-Based Immigration System. EU, EEA, and Swiss Nationals resident in the UK prior to 31 December 2020 are subject to the EU Settlement Scheme. Human Resources will advise on the application of immigration laws. Employment of UK or non-UK nationals will commence until immigration requirements are fully satisfied.
- 7.3 The utilisation of resources through employment agencies is subject to the provisions of the council's Agency Workers Procedure and the council's Procurement regulations. Heads of Service and/or their nominated deputy are responsible for undertaking such responsibilities and recording evidence of compliance.

- 7.4 The utilisation of contractors/consultants is subject to satisfying HMRC regulations for 'off payroll' working. Heads of Service and/or their nominated deputy are responsible for undertaking the HMRC assessment and recording evidence of compliance.
- 7.5 The recruitment of candidates through employment agencies/recruitment consultants is subject to the provisions of the council's Procurement regulations. Heads of Service and/or their nominated deputy are responsible for undertaking such responsibilities and recording evidence of compliance. Costs of recruitment via third party agencies will be met from the service budget.
- 7.6 Where existing internal resources are deployed in line with 4.6 (h), the postholder's terms and conditions will remain unchanged. Additional payments will be determined in line with the council's Remuneration Policy.
- 7.7 Elected Members will participate in the selection of senior Officers insofar as delegated responsibilities within the council's Constitutions allow.
- 7.8 Personal and sensitive data collected during recruitment and selection processes is confidentially secured and held in accordance with the council's Retention Policies.
- 7.9 Appointment to roles is based on the terms and conditions associated with the evaluated grade of the role. Officers do not have authority to amend such terms and conditions.
- 7.10 Officers participating in selection decisions must declare any personal or conflict of interest to Human Resources. Human Resources advice will be provided to determine whether the Officer should continue to participate.

8. Review

- 8.1 This policy will be reviewed after 2 years or where legislative and business requirements are amended.