

Appendix 2 – Risk Register – Capacity Recruitment Retention

Human Resources			
Risk	Due to the need to improve recruitment processes and reach, there is a risk that the CA is not able to fill vacant roles or attract a suitably diverse and skilled workforce.		
Impact	Adverse impact on the ability to meet corporate objectives.		
Link to other Strategic Risks/Interdependencies:	TBC		
Date risk identified:		Actions on target:	Yes
Accountable Officer:	Angela Taylor, Director Corporate and Commercial Services	Implementation Officer:	Joanne Grigg, Head of HR

<i>Key causes(s) of risk</i>	<i>Existing Controls in place to mitigate or avoid the risk</i>	<i>Key Control Indicators (KCI) e.g. metrics & evidence to help assess the effectiveness of key controls</i>	<i>RAG Status</i>	<i>Required action to treat the Risk</i>	<i>Timescales for actions to be completed</i>
There are a number of factors impacting on the CAs ability to recruit and retain staff at the current time. These include – <ul style="list-style-type: none"> • Post covid movement in the labour market 	Our new HR Advisor – Recruitment and Diversity, has been in post since November last year. They have been working on developing our recruitment strategy, particularly looking at how we make our recruitment more inclusive and attract a wider pool of diverse applicants to ensure that through recruitment we can start to address the more diverse under-represented groups in our workforce.	Recruitment activity is monitored and information provided in quarterly HR MI data provided at organisational and directorate		Work plan in place for HR Advisor recruitment & diversity to address the issues. Actions taken recently are outlined in the existing controls and mitigation section. From an EDI perspective the following steps have been taken to encourage applications from a diverse range of candidates –	This work is ongoing across the short, medium and longer term. The HR Advisor, recruitment & Diversity’s workplan can be provided

<ul style="list-style-type: none"> • Post Brexit gaps in the labour market and people return to their country of origin • Not being able to implement the 2021/22 pay award • Recruiting from the same pool of applicants as Local Authority partners • The CA not being as well known as other employers in the labour market 	<p>We now have a number of new recruitment initiatives in order to start to address this – we have secured a contract with Vercida, a worldwide diversity and inclusion recruitment platform. All our job vacancies within hours of them being published on our careers website, are automatically uploaded to the Combined Authority’s Vercida profile page. The CA Vercida profile page is an evolving page and promotes us as an inclusive employer, this is living page and we are working to update and improve it constantly.</p> <p>We have also now started to advertise all our vacancies on the Career Transition Partnership (CTP) website which is a website for ex armed forces colleagues. Service leavers possess a wide range of transferrable vocational skills and we hope that by advertising our roles here we will attract some of this talent to work at the Combined Authority.</p> <p>In addition we now have a recruiter licence for LinkedIn. This means that all our job vacancies within hours of them being published on our careers website, are automatically uploaded to LinkedIn on our Combined Authority’s LinkedIn page and adverts are ‘matched’ to LinkedIn members based on skillsets.</p> <p>We have also been working on</p>	<p>level.</p>		<p>Encouraging applicants to declare their protected characteristics for monitoring purposes</p> <p>Set up an account with Vercida to attract more diverse applicants</p> <p>Refreshing our own careers website to make it more attractive and inclusive</p> <p>Advertising on LinkedIn and CTP Websites to further encourage more diverse applicants</p> <p>Engaging with candidates to gain feedback</p> <p>Monitoring applicants made through these platforms as well as our own website</p> <p>Monitoring applicant to appointment stats and following up why candidates who identified against a protected characteristic were not appointed</p> <p>Working with managers on drafting wording for adverts and role profiles</p>	<p>for more detail. All are scheduled for completion in the coming months.</p>
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	<p>reviewing and improving our own careers page on our website 'Careers with Us.' We have enhanced the images and information on the website on the website and are developing the web page to include video messages not only from the Mayor but from our own workforce too.</p> <p>As well as looking at where we advertise, we have also been working with managers to look at how we advertise, looking at adverts in more inclusive ways to attract more applicants and the right applicants.</p> <p>Moving forward we are looking to refresh our accreditations are doing lots of work analysing data around our recruitment and workforce and using this to inform our recruitment strategy and process moving forward.</p> <p>There is also a full review of the recruitment policy and toolkit being carried out and looking to develop some briefing sessions for managers. We have also started working with the Skills and Growth team to look at getting the CA recognised as an employer at Careers Fairs</p>			<p>Providing EDI training which will include elements of unconscious bias</p> <p>Reviewing and revising the recruitment toolkit and strengthening the EDI links</p> <p>Understanding where their gaps in the workforce at particular points and targeting recruitment to address those gaps</p> <p>Engaging with our workforce and Staff Network Groups to gain valuable knowledge and experiences in developing these strategies</p> <p>Evaluating which job and recruitment fairs to attend where they are focussed on the underrepresented areas in the workforce</p> <p>Reviewing how the recruitment and onboarding process will work in the new ICS system from a diversity perspective</p> <p>Disability confident standard achieved, looking to improve the level.</p> <p>Working towards becoming a Living Wage Foundation</p>	
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