

**Report to the Finance Strategic Policy Committee  
Building Community Wealth in Dublin City – Values Based Recruitment**

The current phase of the Community Wealth Building (CWB) implementation plan for Dublin City Council includes work on 5 key priority areas:

1. Deepening awareness and understanding of CWB
2. Engaging anchor institutions
3. Growing values-based recruitment
4. Supporting the implementation of social value
5. Piloting in Cherry Orchard

This work is being overseen by a cross-departmental working group, chaired by Kathy Quinn and is being supported by the Centre for Local Economic Strategies (CLES).

This paper provides an update for the Finance SPC on the progress to date and next steps for the **values-based recruitment** strand.

A CWB approach to local economic development recognises that anchor institutions such as the city council can have a defining effect on the prospects of local people and improve the local labour market and economy by taking a progressive approach to their workforce and recruitment activity.

## **PROGRESS TO DATE**

### **Dublin City Council Targeted Recruitment Campaigns**

In 2022 Dublin City Council piloted a new employment initiative for General Operative recruitment. The purpose of this new initiative was to focus on areas with socio economic challenges, high levels of youth unemployment and areas with DEIS schools (Delivering Equality of Opportunity in Schools).

The areas chosen for the pilot phase were the North and South Inner City and Ballymun. There were a number of stakeholders identified, Dublin City Council Area Offices, Operational Departments, Local Employment Services, Ballymun Job Centre, DEIS Schools, Trade Unions and Elected Members.

Following stakeholder engagement, the initiative gained support from all involved. Information sessions were held with the Local Employment Services, Ballymun Job Centre and DEIS schools from the North East Inner City, Ringsend and Ballymun. The sessions were attended by nominees from Dublin City Council's operational Departments.

Two separate targeted recruitment campaigns were held in 2022 resulting in the following outcomes:

#### **North and South Inner City**

A total of 115 applications received from schools and Local Employment Services. 56 of the applicants presented for interview and a panel of 37 was formed with 29 taking up the position.

### **Ballymun Area**

A total of 107 applications were received. 96 attended for interview and a panel of 78 formed. To date 63 appointments have been made from this panel and further appointments are ongoing.

The feedback on the pilot from all stakeholders has been very positive. Following the success of the pilot, Cherry Orchard was earmarked for the next recruitment drive for General Operative positions and the application process commenced in December 2023. Dublin City Council followed the same engagement process as before and the response to the initiative in the Cherry Orchard area has generated a much larger volume of applications compared to the pilot phase. The recruitment process is in the early stages and application forms are currently being assessed with a view to commencing the interview process for the first round of candidates in April 2024.

### **Targeted Traineeship Programme**

Dublin City Council has collaborated with the CDET B to deliver a Targeted Traineeship Programme for General Operatives in Dublin City Council. This initiative is supported by the Trade Unions and delivered in partnership with Operational Departments and Ballyfermot Educational Training Centre.

The programme consists of:

- 10 Week Training in Ballyfermot ETC
- 10 Week on the Job Training in Dublin City Council
- Supported by Roads Maintenance, Housing Maintenance, Parks and landscape Services
- Certified Skills undertaken by the trainees includes those identified as relevant to multiple departments through a skills needs analysis – Concreting , Paving and Hard Landscaping
- Other skills provided through the programme Include, customer service, use of Power Tools, Safe Pass and access to Driving Lessons
- 14 Places are available on each programme
- 2 programmes completed to date
- Each trainee is given the opportunity to progress from the programme to full time employment with Dublin City Council
- 20 trainees have successfully transferred to full time employment with Dublin City Council following successfully completing the programme.
- The programme has now also been adopted by South Dublin County Council

## **NEXT STEPS**

The following activities are planned over the next 12 months:

### **1. Telling the story and evidencing impact.**

CLES will be working with Dublin City Council to support the council in ‘telling the story’ of this approach and the impact it has on the lives of those it engages with (both from an employer and employee perspective). Outputs might include written case studies, stories for distribution via internal and/or external communications channels and/or visual outputs,

CLES will also work with Dublin City Council to establish appropriate measures of success for the values-led recruitment programme. For example: numbers of long-term unemployed people supported into work, rates of recruitment from areas of higher deprivation, retention, diversity, etc.

We will then establish what data currently exists in the HR system and what might be captured going forward. This will help develop an initial measurement framework and approach (e.g. simple dashboard) for the programme.

### **2. Developing a national policy advocacy approach.**

We know there a number of barriers to employment in this context as a result of national government policy e.g., requirements for a leavers certificate. CLES will work with Dublin City Council to explore this in more detail and develop a short paper setting out a collective policy ask of national government to address some of the barriers to the employment of those in deprived communities.

### **3. Deepening impact through partnership working.**

The intent is to spread and deepen the impact of this approach by connecting the recruitment programme to a local ecosystem of relevant support and expertise. For example, by working with more social enterprises or community-based organisations that have reach into different communities or cohorts, or who can provide pre-employment advice, support and confidence building to ensure that target communities are best positioned to take advantage of the recruitment drives. The relationship with the benefits system could also be explored, as could the role of the adult education system in the city.

### **4. Broadening the approach**

By purposely building out and supporting this local ecosystem it is hoped to create the conditions necessary for more Dublin City Council departments and other partner organisations in the city to develop more progressive recruitment practice, in line with the aspirations set out the City Council’s Social Value Framework. We anticipate that this is an approach which will continue to evolve organically.

This will build on existing relationships with local employment services and the valuable role that local councillors play in promoting this approach to the community.

Subject to funding availability, there is also a desire to get involved in the Access to Employment scholarship programme for third level education.

Over time the intent is to broaden the approach across other Dublin City Council departments and types of positions within the city council and encourage other anchor institutions in the city to contribute through their recruitment activity.

This will provide a basis from which to develop a Dublin Employment Charter - a voluntary scheme for public and private sector employers to sign up to - based on agreed minimum standards and best practices.

We will also link this strand of work to the work on procurement/spending to explore the extent to which local labour clauses in major contracts can be dovetailed with the process and supportive ecosystem.

**Dymphna Farrell,  
Executive Manager  
Human Resources Department**

**13<sup>th</sup> March, 2024.**