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Coventry City Council

Agenda

Finance and Corporate Services Scrutiny Board (1)

Time and Date

2.00 pm on Wednesday, 9th November, 2022

Place

Diamond Room 2 - Council House

Public Business

1. **Apologies and Substitutions**
2. **Declarations of Interest**
3. **Minutes**
 - (a) To agree the minutes of the meeting held on 21 September 2022
(Pages 3 - 6)
 - (b) Matters Arising
4. **Social Value and Procurement** (Pages 7 - 14)
Briefing note
5. **Recruitment & Selection and Tribepad - the Council's Applicant Tracking System** (Pages 15 - 24)
Briefing note
6. **Work Programme and Outstanding Issues** (Pages 25 - 28)
Report of the Scrutiny Co-ordinator
7. **Any other items of Public Business**
Any other items of public business which the Chair decides to take as matters of urgency because of the special circumstances involved

Private Business

Nil

Julie Newman, Director of Law and Governance, Council House, Coventry

Tuesday, 1 November 2022

Note: The person to contact about the agenda and documents for this meeting is

Carolyn Sinclair: carolyn.sinclair@coventry.gov.uk

Membership: Councillors R Auluck (Chair), J Blundell, R Brown (By Invitation), B Gittins, P Hetherton (By Invitation), R Lakha, J Lepoidevin, J McNicholas, S Nazir, E Ruane and T Sawdon

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Carolyn Sinclair

carolyn.sinclair@coventry.gov.uk

Agenda Item 3a

Coventry City Council

Minutes of the Meeting of Finance and Corporate Services Scrutiny Board (1) held at 2.00 pm on Wednesday, 21 September 2022

Present:

Members: Councillor R Auluck (Chair)

Councillor J Blundell

Councillor B Gittins

Councillor R Lakha

Councillor J Lepoidevin

Councillor S Nazir

Councillor T Sawdon

Employees (by Directorate):

People S Fry, Workforce Inclusion and Diversity Lead

G Haynes, Head of People and Culture

S Newing, Chief People Officer

S Pitt, Educational Psychologist

E Quansah, Organisational Talent and Change Lead

Law and Governance V Castree, C Taylor

Apologies: Councillors McNicholas and Ruane

Public Business

6. Declarations of Interest

There were no disclosable pecuniary interests.

7. Minutes

The Minutes of the Meeting held on 13 July 2022 were agreed as a true record.
There were no matters arising.

8. HR Update - People Plan 2019-2022

The Cabinet Member for Strategic Finance and Resources introduced the item, explaining that key achievements had been delivered on by the HR Service despite the challenges of the pandemic. The Cabinet Member referred to good progress in apprenticeships, saying the Council's Apprenticeship Levy spend was well above the national average and the tenth highest proportion of levy funds spent in England, which was remarkable.

Members of the Board asked questions and received responses on the following:

- The apprenticeship levy could not be used to pay salaries however, it had been used to support traditional apprenticeships and had enabled a significant number of the workforce to upskill and obtain formal qualifications. Successful outcomes of the apprenticeship levy included sharing the levy with SME's in Coventry, ensuring the levy was utilised and maximised in the city.
- Spend for the apprenticeship levy had been used to recruit social workers and lawyers however, there had been challenges with recruitment for other types of apprenticeships.
- Formal qualifications had been funded through the apprenticeship levy.

Members requested information on how many of the apprentices had joined the Freeman's Guild and a breakdown of apprentice outcomes.

The Board received a presentation which covered the achievements of the People Plan in Year 1 and Year 2 highlighting areas of achievement in:

- Employee engagement
- Employee health, safety and wellbeing
- Implementing Diversity and Inclusion
- Pay, reward and recognition
- Workforce development talent
- Digitally enabled
- Supporting the organisation
- HR response to the pandemic

Members of the Board asked questions and received responses on the following:

- Half of the workforce was able to work from home and it was anticipated this would continue.
- Sickness absence figures had temporarily reduced however, they had increased again. There were hot spots in certain areas however, support mechanisms had been put in place.
- Attendance at training had increased due to it being available online.
- The vacancy rate of 16% appeared high in comparison to the English Authorities Rate of 8%. Comparable figures from the West Midlands Authorities would be sourced. There were recruitment challenges and vacancy hotspots in certain areas of the workforce.

Members requested vacancy rate Metrics from West Midlands Authorities.

Members also requested information on how many applicants were received for each vacancy in key areas, whether jobs were advertised locally, regionally, nationally or internationally and whether any new areas of recruitment were experiencing issues. Information on how high-quality services were being maintained despite agile working was also requested.

RESOLVED:

- 1. To note the progress being made by the HR Service in relation to year 2 actions outlined in the People Plan 2020-2022.**
- 2. Identified the following to be added to the work programme:**
 - Apprenticeships (March 2023)
- 3. To note the progress being made by the HR Service in relation to progressing year 2 actions outlined in the People Plan 2020-2022.**
- 4. To note the contents of the draft People Plan for 2022-2025.**
- 5. That the Board receive:**
 - Metrics from West Midlands Authorities linked to those included in the People Plan 2022-25.
 - Additional information on vacancy rate.
- 6. Identified the following to be added to the work programme.**
 - Managing an agile workforce

9. Workforce Diversity & Inclusion Update

The Cabinet Member for Strategic Finance and Resources introduced the item, explaining Coventry City Council was diverse, inclusive and an organisation which did not tolerate racism in any form.

The Board received a presentation providing an update on Diversity and Inclusion including TIDE assessment and re-assessment feedback results, the workforce D&I strategy 2021 – 23, D&I communications and data, diversity and inclusion activity, race equality code and anti-racism training, under-represented groups within the workforce and positive action programmes (Ignite and Calibre).

Members of the Board discussed the progress of the Workforce Diversity & Inclusion Update, questioned Officers and received responses on a number of matters raised in the briefing note and Officer's presentation including:

- Anonymised recruitment and its impact and outcomes.
- How progress could be measured through training which was changing the culture of the workplace and in turn the service provided to the city.

Members requested clarification on the rationale behind Diversity & Inclusion being split between HR (workforce) and Public Health (City).

Members also requested a further update on Workforce Diversity and Inclusion including information on anonymised recruitment and information on levels of spend, plans for Diversity and Inclusion and outcomes.

RESOLVED:

- 1. To note the progress being made on Workforce Diversity and Inclusion.**

10. Work Programme and Outstanding Issues

The Board noted the Work Programme.

RESOLVED to add the following to the work programme:

- **ER VR**
- **Workforce Diversity & Inclusion**

11. Any other items of Public Business

There were no other items of urgent public business.

(Meeting closed at 3.55 pm)



To: Finance and Corporate Services Scrutiny Board (1) Date: 09/11/2022
Subject: Social Value and Procurement

1 Purpose of the Note

- 1.1 To update Finance and Corporate Services Scrutiny Board (1) on the progress being made by Legal and Procurement Services with regards to the capture, management and reporting of Social Value, Equality, Diversity & Inclusion and Contract Management.
- 1.2 To seek support for planned activity in relation to the above.

2 Recommendations

- 2.1 Finance and Corporate Services Scrutiny Board 1 are recommended to
 - 1) Support the development of a suite of Themes Outcomes and Measures ("TOMs") calculators for inclusion in all appropriate Council procurement activity in relation to goods, services and works as outlined in paragraphs 3.1.6 through to 3.1.11.
 - 2) Support the proposal to establish a baseline of diversity data within the supply chain, targeted engagement and reporting process as outlined in paragraphs 3.2.2 through to 3.2.11, to deliver against the aims of the Workforce Diversity and Inclusion Strategy.
 - 3) Note the ongoing review of the Council's Contract Management Framework and contract management provision to support robust monitoring and reporting of contractual performance.

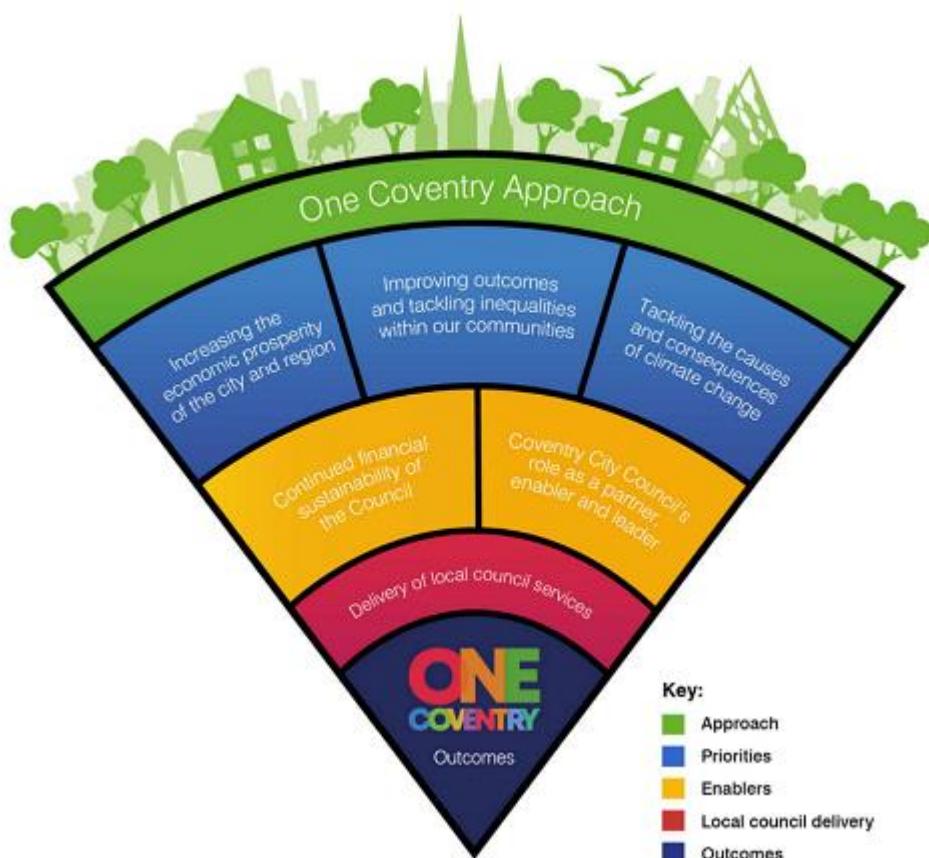
3 Information/Background

3.1 Social Value

- 3.1.1 In the Levelling Up white paper, the Government has signalled its intention to "*legislate to put social value at the heart of government spending – weaving a thread of social improvement and civic responsibility through the UK Government's £300bn annual expenditure on procurement*". The intention is that delivering Social Value will significantly contribute towards the delivery of Levelling Up.
- 3.1.2 Following the publication of the Council's new [Social Value and Sustainability Policy](#), there has been a clear strategic case for the need for social value to be embedded and become a core focus in our procurement. Furthermore, it has been agreed internally that ownership of the policy will sit with the Director for Business, Investment and Culture and will be aligned with the work undertaken by the Economic Development Team.
- 3.1.3 Notwithstanding, Legal and Procurement Services still have a big role to play in the development, implementation, management and reporting of social value through the following:

- Ensuring that the review of the Procurement Strategy aligns with the National Procurement Strategy for Local Government 2022 and the forthcoming Procurement Bill; and
 - by maximising in contractual terms, the social value commitments which align to the Council's Social Value and Sustainability Policy, other associated strategies and One Coventry Plan.
- 3.1.4 Coventry City Council is committed to improving the quality of life for every community, support businesses to be successful and make sure that the City of Coventry is a place where people want to live, work and visit. The opportunities to secure improvements to social, environmental or economic wellbeing being built into all the stages of the Council's procurement & commissioning exercise will support this vision. Together with work through the One Coventry approach to engage residents, businesses and organisations, this offers more genuine opportunities to local Small Medium Enterprises (SMEs), Voluntary, Community and Social Enterprises (VCSEs) and community groups to become involved, ensuring Supplier Diversity, whilst maintaining our focus on obtaining value for money.
- 3.1.5 The Council continues to use its existing governance arrangements, through both its democratic governance, as set out in the Council's Constitution, and its Strategic Procurement Panels and Board to ensure scrutiny and control of procurement decisions, where appropriate.
- 3.1.6 The Strategic Procurement Panels and Board ensure that the Council achieves the best possible outcomes using the resources available, as efficiently as possible and with a view to reducing health inequalities. By incorporating Social Value and Sustainability and the One Coventry approach into the Procurement governance as well as the tender documents, the Council will strengthen the ability to meet its obligations under the Public Services (Social Value) 2012 Act.
- 3.1.7 It has also been recognised that improvements can be made to the capture, monitoring and reporting of Social Value commitments made during tender processes both above and below the relevant Public Contracts Regulations ("the Regulations") thresholds for goods, services and works. To this end, work is ongoing with colleagues across the organisation to identify the necessary improvements required.
- 3.1.8 Current assessment of Social Value commitments is considered subjectively, and whilst commitments made in response to qualitative questions set out in the evaluation of tenders received are contractualised through Key Performance Indicators, Procurement are reviewing the possibility of utilising objective and quantifiable Social Value commitments as this could present a greater opportunity to deliver against the One Coventry Plan and achieve the objectives of the Council's Social Value and Sustainability Policy.
- 3.1.9 To that end, Procurement are liaising with colleagues in the Economic Development Team who have been instrumental in the embedding of objective Social Value measures through the incorporation of the [TOMS \(Themes, Outcomes and Measures\) National Framework](#) in planning applications.
- 3.1.10 The National TOMs Framework aims to provide a minimum reporting standard to help organisations measure and justify the pursuit of Social Value outcomes in their contracts. It provides a robust and transparent solution for assessing quantitative and qualitative Social Value commitments made in the tendering process.

- 3.1.11 Dialogue with the Economic Development Team is ongoing with a view to developing a suite of TOMS calculators utilising the measures under the framework that further align and strengthen the economic, social and environmental outcomes and indicators (see [Appendix 1](#)) as defined within the Social Value and Sustainability Policy and to the priorities as set out in the refreshed One Coventry Plan;



- 3.1.12 Through the strengthening of Social Value commitments against which tenderers can bid back during the tender process, the Council's Procurement team can provide meaningful data to present in response to the commitments made in the Social Value and Sustainability Policy.
- 3.1.13 The suite of TOMS calculators would be for inclusion in all appropriate Council procurement exercises and provide consistent Social Value commitment metrics to report back to the relevant Cabinet Member on an annual basis as outlined in the Social Value and Sustainability Policy.
- 3.1.14 There are several benefits to using both the National TOMs for the Council. We will be able to:
- Objectively compare and benchmark year on year social value delivered between contracts and services, to seek sharing of best practice and drive better performance
 - Gain a deeper understanding of where social value is being generated within our suppliers and areas - as well as where more social value could be unlocked to improve outcomes

- Puts a common language (the Coventry £) against the positive impact our spending brings to the area, to inform service planning and commissioning
- Being better informed, about where further social value could be unlocked locally, will develop, and support our communities, in turn creating a more resilient, healthier, and prosperous workforce to contribute to a flourishing City of Coventry.

3.2 Equality, Diversity and Inclusion (EDI)

3.2.1 Following the publication of the new [Workforce Diversity and Inclusion Strategy 2021-23](#), it has been identified that the Council does not capture, and therefore report on, diversity data within its supply chain during its procurement activity.

3.2.2 As a result, Procurement has been engaging with colleagues in HR, in the development of a diversity questionnaire to be issued to all small and medium enterprises (SMEs) within the city of Coventry to establish a baseline of reporting data.

3.2.3 An SME is any organisation that fall within any of the following:

Turnover or balance sheet total	Headcount	Business Size
Less than or equal to £50m or £43m	Less than 250	Medium
Less than or equal to £10m or £10m	Less than 50	Small
Less than or equal to £2m or £2m	Less than 10	Micro

3.2.4 It is intended that the Council aims to capture the diversity data business ownership of only SMEs within the city of Coventry at this stage as ownership and management structures of larger organisations are wider and more complex than those of SMEs, casting doubt on the reliability and accuracy of data captured.

3.2.5 The proposed diversity questionnaire will seek to gather data on ethnic minority business owners and business owners with protected characteristics, in order to provide meaningful data in order to work towards delivery of the aims and measures of Inclusive Procurement & Commissioning under the Workforce Diversity and Inclusion Strategy.

3.2.6 There are nine (9) protected characteristics under the Equality Act 2010 as follows;

- age
- gender reassignment
- being married or in a civil partnership
- being pregnant or on maternity leave
- disability
- race including colour, nationality, ethnic or national origin
- religion or belief
- sex
- sexual orientation

3.2.7 The diversity questionnaire proposed will also seek understanding from local businesses regarding what they consider to be the barriers to entry in accessing and tendering for Council contracts, and what the Council can do to enable opportunity on future tender activity.

3.2.8 Following the initial survey, and establishment of a baseline of diversity data within the local supply chain, Procurement will undertake analysis of the data presented and produce targeted engagement with local businesses - including, but not limited to targeted

Meet The Buyer events - that will seek to reduce or remove any barriers they face in successful tendering.

- 3.2.9 In consideration of 3.2.5 through to 3.2.8, Procurement Services is undertaking a Data Protection Impact Assessment (DPIA) Screening Checklist and may need to complete a DPIA, to ensure we comply with the respective legislation and internal processes in capturing and handling personal data, as in order to produce targeted engagement sessions following collation of the questionnaire responses, the questionnaire cannot be completed anonymously.
- 3.2.10 The diversity questionnaire will be issued on an annual basis to monitor fluctuations in the data gathered and report back against the targeted engagement to encourage and deliver on a diverse local supply chain.
- 3.2.11 We will share supply chain diversity information within the organisation to reinforce our commitment to diversity and inclusion.

3.3 **Contract Management**

- 3.3.1 The Council's Contract Management Framework has been established for a number of years now and is kept under review in order to identify where improvement can be made.
- 3.3.2 This is because the important work of procurement activity does not stop once a contract has been awarded. Part four of the proposed Procurement Bill sets out steps that must be taken to manage a contract. Furthermore, this includes new requirements to assess and publish information about how suppliers are performing (KPIs).
- 3.3.3 The proposals outlined in the Procurement Bill shall be incorporated into a revision of the Contract Management Framework and rolled out Council wide for all Procurement activity captured by the proposed changes and will be monitored by the Procurement team.
- 3.3.4 The Procurement Bill is currently at Committee Stage in the House of Lords, with multiple readings and revision steps prior to Royal Assent. The Government has confirmed that there will be a 6-month 'bedding in' period before the new Regulations go live, which is anticipated to be early 2024.
- 3.3.5 Nevertheless, Procurement is keen to embed and foster improved reporting behaviours across the Authority in advance of the new Regulations.
- 3.3.6 Procurement Services are currently reviewing system capability with our incumbent e-procurement portal provider to establish whether our requirements in relation to monitoring and reporting of performance data, including Social Value and EDI, can be met.
- 3.3.7 Reporting on contract management using a single system will provide the Council with a robust and uniform approach to contractual performance and management.
- 3.3.8 In the event that, following dialogue with our incumbent e-procurement portal provider, our requirements cannot be met, Procurement intends to engage with the market to understand what is available with the view to potentially sourcing an alternate solution.

Rob Amor
Deputy Head of Procurement
rob.amor@coventry.gov.uk

APPENDIX 1 Social Value and Sustainability Policy – Outcome and Indicators

The Council has identified a set of representative and example outcomes with associated indicators as per the tables below, that can be used to measure and track the amount of Social Value & Sustainability which are currently being delivered through the three main areas below;

- Commissioning & Procurement and subsequent third-party contract.
- Major Development Project Planning Applications
- City Council Partners

When commissioning goods and services, commissioners and procurement leads must consider the indicators for inclusion into the award criteria or as a performance obligation, where appropriate. These indicators are not an exhaustive list, and commissioners and procurement leads may wish to consider additional indicators.

Economic	
Outcomes	Indicators
Create jobs, upskill local people, increase the number of local people in employment	<ul style="list-style-type: none"> • No. of local people upskilled increased • No. of training weeks provided to local people • No. of local people in employment within services commissioned • No. of local people employed on site • No. of job opportunities advertised locally • No. of people who are long-term unemployed or long-term economically inactive moving (back) into employment
Improved employability of young people - Supporting young people into apprenticeships	<ul style="list-style-type: none"> • No. of businesses operating apprenticeship schemes/work placements • No. of local people accessing apprenticeships/work placements within services commissioned • No. of weeks of apprentices on site • No. of apprentices • No. of hours dedicated to supporting young people (under 24s) into work (e.g. CV advice, mock interviews, careers guidance)
Support and empower local people to connect with jobs - maximising knowledge, training opportunities, skills and access to employment opportunities via economic growth	<ul style="list-style-type: none"> • No. of training places/apprenticeships/work placements • No. of local people supported to gain a qualification • No. of employees benefiting from Learning & Development activities • Level of qualifications achieved • No. of weeks of apprentices on site • No. of apprentices • No. of local people upskilled increased • No. of training weeks provided to local people • No. of job opportunities advertised locally
Minimising the impacts of business on our current and future environment, using resources efficiently and promoting re-use and repair to support a sustainable circular economy with opportunities to	<ul style="list-style-type: none"> • No of contracts with SMEs and VCSEs • Local spend breakdown • Evidence that suppliers work with SMEs and VCSEs via contracting/sub-contracting arrangements

work with SMEs, VCSEs – delivering sustainable and inclusive economic growth for the City to prosper	
Enhance Coventry's profile as a city that is open for business by supporting the growth of an innovative green economy - secure inward investment from key sectors	<ul style="list-style-type: none"> • No of new investment/construction projects • Total amount in £ spent in the local supply chain from major development sites • Number of VAT registered businesses registration rate

Social	
Outcomes	Indicators
Consider equality and diversity in the provision and operation of services, including a workforce that is representative of the communities we serve, where relevant and proportionate	<ul style="list-style-type: none"> • No. of people upskilled from under-represented groups • No. of people from under-represented groups taken on as apprentices • Percentage of women (FTE) hired on contract • Percentage of employees (FTE) BAME hired on contract
Provide opportunities e.g. employment opportunities for all, including the most vulnerable, to make a valuable contribution	<ul style="list-style-type: none"> • No. of vulnerable people e.g. 'Care Leavers' in employment • No. (or percentage) of opportunities advertised to/offered to care leavers
Promote the safeguarding and welfare of children, young people and vulnerable adults	<ul style="list-style-type: none"> • Corporate/One Coventry Plan Indicator
Progression and consideration towards paying the Real Living Wage	<ul style="list-style-type: none"> • No. of suppliers paying at least the relevant Real Living Wage as specified by the Living Wage Foundation • Percentage of staff on contract that is paid at least the relevant Real Living Wage as specified by the Living Wage Foundation
Improving the health and wellbeing of local residents, including employees and reducing health inequalities	<ul style="list-style-type: none"> • No. of businesses with a Thrive at Work award • Donations or in-kind contributions to local community projects (£ & materials) and equipment or resources donated to VCSEs (£ equivalent value)
Marmot Partnership Group aims to ensure opportunities arising through Social Value work are targeted appropriately and result in a reduction in health inequalities	<ul style="list-style-type: none"> • Indicators based on individual service requirements and linked to other Outcome Indicators

Environmental

Outcomes	Indicators
Ensuring environmental sustainability by retaining, protecting and enhancing the environment, the efficient and responsible use of resources and tackling climate change in Coventry	<ul style="list-style-type: none"> • Increased biodiversity • Percentage of open space with wildlife conversation designation (e.g. Local Nature Reserve, Sites of Interest for Nature Conservation) • Amount of green space available • Car miles saved on the project as a result of green transport programme or equivalent (e.g. cycle to work programme, public transport or carpooling etc.) • Percentage of fleet or construction vehicles on the contract that is at Least Euro 6 or LEV • Savings in CO2 emissions on contract achieved through decarbonisation (e.g. renewable energy / improved building fabric)
Efficient use of resources by minimizing waste and reducing its impacts, and procuring materials and ethical sources	<ul style="list-style-type: none"> • Amount of waste sent to landfill decreased/Tonnes waste diverted against relevant benchmark (Real Estate Environmental Benchmark) • Council and Supplier recycling rates increased • Supplier reduced packaging • No. of companies that evidence reduction of waste • Percentage of procurement contracts that includes commitments to ethical and Sustainable procurement • Percentage of procurement contracts that promote reuse of goods and services (e.g. use of waste hierarchy)
Reduce energy, water and fuel consumption and maximise renewable and low/zero carbon technologies	<ul style="list-style-type: none"> • Reduced carbon footprint of business (Inc. through improved energy and resource efficiency). • Reduced water consumption • Increased use of renewable technologies
Effective and improved environmental performance	<ul style="list-style-type: none"> • Where appropriate Certification to Environmental Management System Standards (e.g. ISO140001, ISO50001, ISO20121) or evidence of an equivalent environmental management system. • Adherence of known environmental quality assurance standards (e.g. Food for Life served here standard, Forestry Stewardship Council, Marine Stewardship Council). • Environmental Policies and action plans in place • Evidence of communication and reach to Coventry citizens to promote behaviour change across sustainability.



Briefing note

To: Scrutiny Board 1

Date: 9 November 2022

Subject: Recruitment & Selection and Tribepad the Council's Applicant Tracking System

1 Purpose of the Note

- 1.1 To share the Recruitment & Selection EDI monitoring data at the application, shortlisting and appointment stages of the process across the 3 groups of employees who have been identified as being under-represented across the Council. Plus provide Scrutiny Board 1 with a demonstration of the Council's Applicant Tracking System (ATS) 'Tribepad' from both an applicant and manager perspective.

2 Recommendations

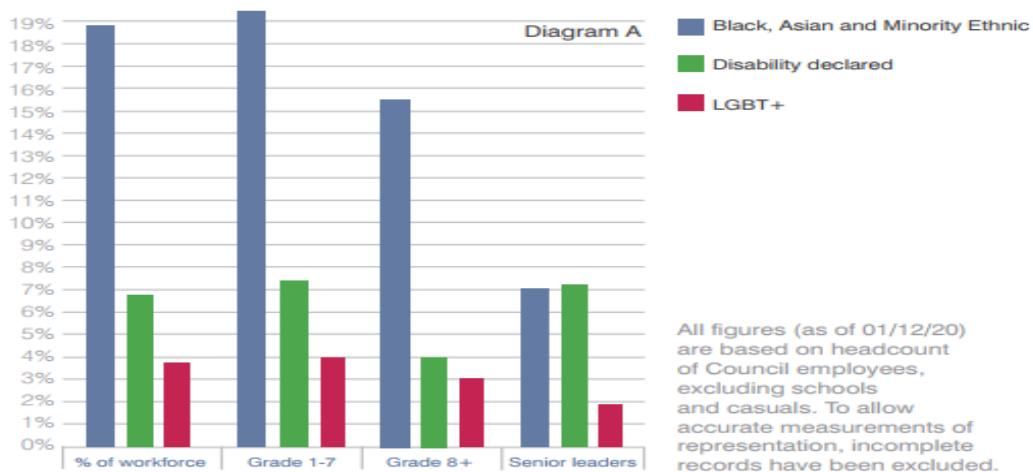
Scrutiny Board 1 are being asked to note the content of this report and make any comments to the relevant Cabinet Member.

3 Background/context

In 2019 the Council signed up to the West Midlands Combined Authority's (WMCA) Inclusive Leadership Pledge which asked senior leaders to commit to promoting diversity and to embedding inclusivity into our organisation's ethos and culture so that every employee has a fair opportunity in recruitment, promotion and progression.

In December 2020 the Council launched its Workforce Diversity & Inclusion Strategy and as part of the strategy we analysed the composition of our workforce which can be seen in Diagram A below. The information gathered identified that there were 3 key under-presented groups of employees within our workforce, and that we had more work to do to ensure that our workforce better reflected the diverse communities that the Council serves. This data provided a focus for our work going forward.

We have identified 3 key under-represented groups within our workforce:



4 Tribepad the Council's Applicant Tracking System

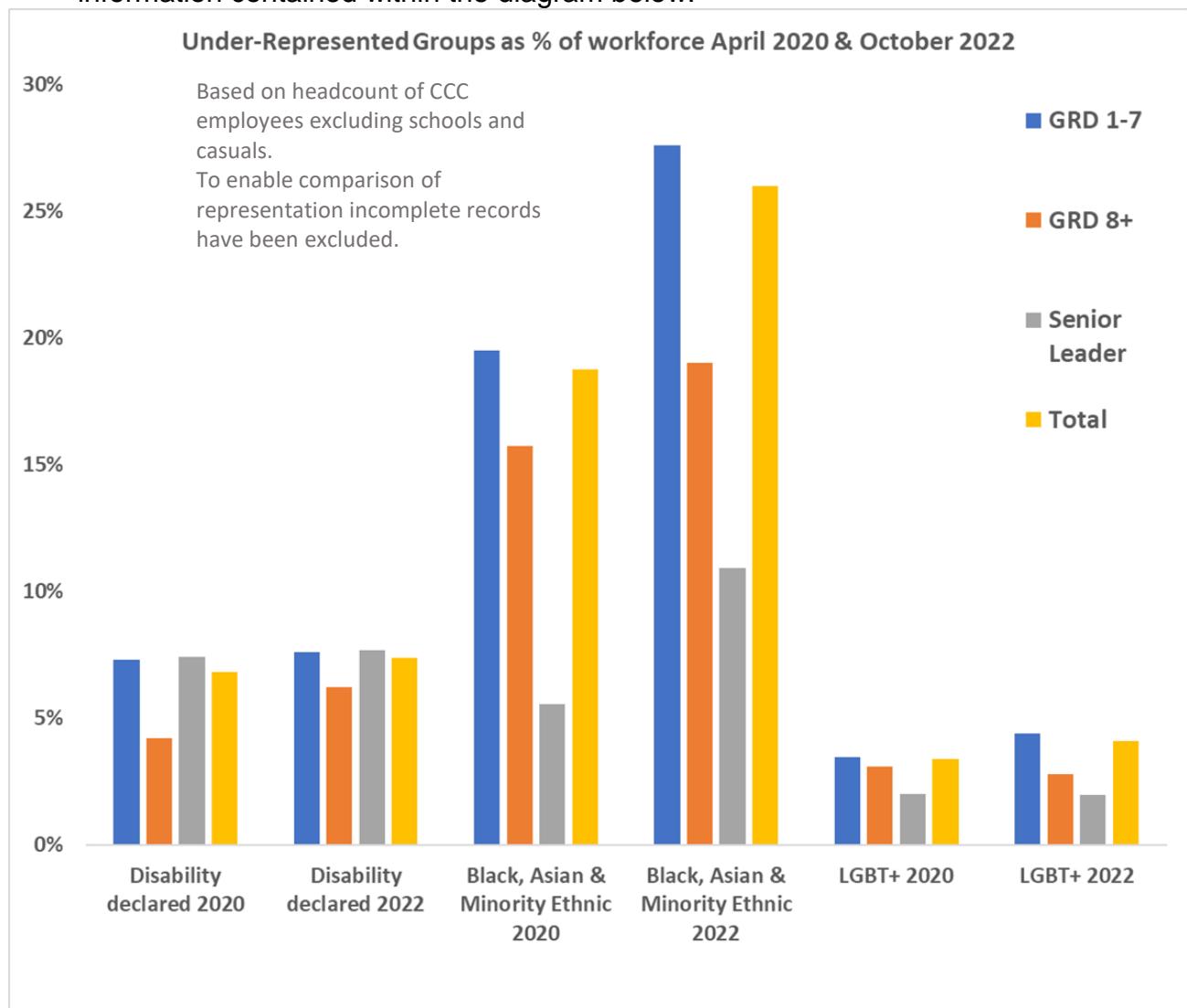
To support the Council's diversity & inclusion ambitions and to act as an enabler to this process the Council successfully procured a new ATS known as Tribepad in 2020. Through the implementation of the Tribepad system the Council was able to introduce an anonymised process whereby all personal information and any information which might identify an applicant is removed which ensures that applicants are shortlisted solely on the criteria for the role. According to the Greater London Authority (2020), evidence shows that ethnic minority job applicants are less likely to be successful based on the personal information they provide on application forms or CVs, such as their name and where they live.

Tribepad has enabled a step change in our ability to deliver anonymised recruitment as it encrypts candidate personal details until after interview invites have been sent. Hiring Manager self service facilities reduce duplication of work as Managers are able to complete tasks themselves in the system, rather than fill in forms to send to Resourcing to undertake the tasks. Managers see at a glance any internal candidates whose jobs are currently at risk, or who are redeployees, and candidates with disabilities. In general, the facilities in Tribepad have helped to reduce time to hire and improve the recruitment processes, positive feedback has been received from both candidates and hiring managers.

5 Workforce D&I data for 3 under-represented group of employees – 2022

Set out below is a comparison between the equality data which was captured in April 2020 and as it stands in October 2022. As we can see the Council has made some progress in terms of increasing the representation of employees who declare a disability, who identify as LGBT+ and who are from a 'Minority-Ethnic' background so that we the Council's workforce is more reflective of the communities we serve. However, the three cohorts of employees who were identified as being under-represented in 2020 continue to be under-represented within the Council's workforce particularly at senior leadership level. The under-representation in terms of ethnicity in particular is likely to increase as the data that has been collected in both tables is set against the backdrop of the 2011 census. The data arising from the 2021 census when it becomes available, is likely to show an increase in the

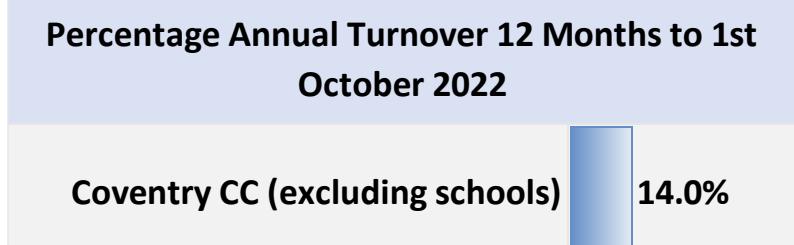
number of citizens who describe themselves as being from a ‘Minority-Ethnic’ background, therefore potentially making the gap of representation even wider. Appendices 1a & 1b, 2 and 3 provide a further detailed breakdown of the information contained within the diagram below.



5 Staff turnover

With a healthy Turnover Rate of between 10 & 15 % the Council’s approach to best practice recruitment policy could still take several years to significantly affect the workforce demographics.

Assuming all posts vacated by leavers are recruited to and the new starters recruited reflect the demographics of the population a consistent 10% turnover rate across all groups could take 10 years for the demographics to stabilise. However, such a stable scenario is extremely unlikely.



More detailed turnover information



6. Recruitment & Selection process to appoint senior leaders

The recruitment & selection process for appointing employees to Coventry City Council for all graded posts through to Heads of Service are conducted by the line manager for that particular post. Directors and Chief Executive appointments are made solely by Members as part of the Constitution.

7. Ongoing Recruitment & Selection Initiatives

7.1 Re-writing of Council's Recruitment & Selection Policy

To ensure that the Council's commitment to diversity & inclusion is fully understood, the Council's recruitment & selection policy which will be known as our Inclusive Recruitment & Selection Policy has been rewritten and sets out what is expected of all recruiting managers and employees when recruiting to and applying for vacant posts across the Council. The revised policy is being strengthened by making better use of the Equality Act 2010 and in particular Section 159 which enables employers to take Positive Action and use the 'Tie-Breaker' clauses as part of the recruitment process. Positive action applies to all the 9 protected characteristics which are age, disability, gender reassignment, marriage & civil partnership, pregnancy and maternity, race (including ethnic or national origins, colour and nationality religion or belief (including lack of belief), sex and sexual orientation. Positive action provisions mean that it is not unlawful discrimination to take special measures aimed at alleviating disadvantage or under-representation experienced by those with any of these characteristics.

7.2 Advertising on Diversity Job Boards

Over the years' the Council, in addition to advertising its vacancies with West Midlands Jobs (WMJobs), with Indeed, Google and on our own Coventry City Council careers pages we have also advertised our vacancies on a number of job

boards with have a focus on diversity & inclusion and attracting candidates from a range of different backgrounds. These job boards have included Jobs4 disability; Jobs for LGBTQ+ and Jobs4 BAME. However, despite the Council's efforts to use these additional websites recent analysis has shown that using these job boards have not provided the Council with any substantial additional candidate attraction. Our analysis shows the majority of applicants access vacancies, through the internet site. Therefore, it is a priority to ensure that the recruitment landing pages are attractive and promotes the Council as an employer of choice and one which is committed to diversity & inclusion.

7.3 Relaunching of Council's Careers Landing Pages

Coventry City Council has historically used West Midlands Jobs (WMJobs) to advertise the Council's vacancies on their website, however further internal analysis has shown that candidates preferred to use Google, the Council's Career pages and Indeed as preferred alternatives. As a result, the Council will be focussing its efforts on these latter three areas and ceasing use of WME for advertising from April 2023.

As the Council's own Career pages are the second preferred way for candidates to seek vacancies at the Council and to support the continuation of our wider work on diversity & inclusion we are currently refreshing and relaunching our recruitment/careers landing pages. The pages will become the main advertising location for vacancies at Coventry City Council ensuring/promoting the Council as an employer of choice. The new landing pages will be:

- Vibrant,
- Easy for candidates and anyone who might be considering a career at the Council to navigate,
- Set out the reward and benefits which the Council offers,
- Lead candidates to both our Children's and Adult Social Care microsites
- Promote apprenticeships,
- Explain how we develop our talent, graduate programmes and wider opportunities
- Detail the Council's commitment to diversity & inclusion.

In addition to our new landing pages, we are also working on our Social Media presence and in particular we're creating space for a 'Life' tab on LinkedIn. The new landing pages and the work on social media will go live at the end of November 2022.

7.4 Recruiting for Workforce Diversity Training

To ensure that all recruiting managers understand how our unconscious biases can impinge on our decisions when recruiting, we have been delivering 'Recruiting for Workforce Diversity Training' to all recruiting managers. This training has proved popular and is now being attended by any manager who wants to know more about best practice recruitment which has diversity & inclusion principles at its heart. To date more than 325 recruiting managers have attended the training which is delivered as a half-day session once per month. We would recommend that all Members who are involved in senior leadership recruitment are offered this opportunity to attend this training.

7.5 New Inclusive Recruitment & Selection Guide

To support recruiting managers, underpin the learning which has taken place as part of the Recruiting for Workforce Diversity Training and is practically implemented and embedded, a new Inclusive Recruitment & Selection Guide is being written and will be available in the New Year. The Guide will be more than a checklist and will have a long- term strategy to change behaviour and generate a shift in attitude.

7.6 EDI Data Monitoring

Our workforce data shows that not all employees have declared their diversity & inclusion information. The Council's recruitment system Tribepad requires all applicants to complete their diversity & inclusion data when applying for a vacant post and the Council has this information for the majority of its employees. The diversity & inclusion information that is 'unknown' is historical and as a result we will be starting a campaign in the New Year to encourage more employees to provide their D&I information in order to reduce the size of the 'unknown' sections, this will give the Council a clearer picture of the demographics of our workforce.

**Grace Haynes
Head of People & Culture
November 2022**

Appendix 1a Ethnicity October 2022

Based on headcount of Council employees excluding schools and casuals.

To enable comparison of measurement of representation incomplete records have been excluded.

Ethnicity	GRADE 1-7		GRADE 8+		Senior Leader		All Employees	
	No. of Employees	% of Grade Category	No. of Employees	% of Grade Category	No. of Employees	% of Grade Category	No. of Employees	% of Grade Category
Arab	7	0.20%	1	0.14%		0.00%	8	0.19%
Asian Bangladeshi	21	0.59%	4	0.57%		0.00%	25	0.58%
Asian Chinese	13	0.37%	1	0.14%		0.00%	14	0.33%
Asian Indian	345	9.79%	52	7.45%	1	1.82%	399	9.31%
Asian Pakistani	64	1.81%	5	0.72%		0.00%	69	1.61%
Black African	135	3.82%	14	2.01%	1	1.82%	150	3.50%
Black Caribbean	75	2.12%	14	2.01%	1	1.82%	90	2.10%
Mixed White/Asian	23	0.65%	9	1.29%	2	3.64%	34	0.79%
Mixed White/Black African	4	0.11%		0.00%		0.00%	4	0.09%
Mixed White/Black Caribbean	48	1.36%	7	1.00%		0.00%	55	1.28%
Other Asian Background	37	1.05%	4	0.57%		0.00%	41	0.98%
Other Black Background	15	0.42%		0.00%		0.00%	15	0.35%
Other Ethnic Background	12	0.34%	3	0.43%		0.00%	15	0.35%
Other Mixed Background	21	0.59%	4	0.57%		0.00%	25	0.58%
Other White Background	124	3.51%	15	2.15%	1	1.82%	140	3.27%
Prefer not to state	29	0.82%	4	0.57%		0.00%	33	0.77%
White British	2500	70.74%	545	78.22%	48	87.27%	3094	72.17%
White Gypsy or Irish Traveller	1	0.03%	1	0.14%		0.00%	2	0.05%
White Irish	59	1.67%	14	2.01%	1	1.82%	74	1.73%
Total	3534		698		55		4287	

Appendix 1b Ethnicity April 2020

Based on headcount of Council employees excluding schools and casuals.

To enable comparison of measurement of representation incomplete records have been excluded.

Ethnicity	GRADE 1-7		GRADE 8+		Senior Leader		All Employees	
	No. of Employees	% of Grade Category	No. of Employees	% of Grade Category	No. of Employees	% of Grade Category	No. of Employees	% of Grade Category
Arab	3	0.09%		0.00%		0.00%	3	0.08%
Asian Bangladeshi	17	0.52%		0.00%		0.00%	17	0.44%
Asian Indian	305	9.38%	47	8.08%		0.00%	352	9.06%
Asian Pakistani	43	1.32%	5	0.86%		0.00%	48	1.23%
Black African	80	2.46%	6	1.03%		0.00%	86	2.21%
Black Caribbean	63	1.94%	8	1.37%	1	1.85%	72	1.85%
Chinese	6	0.18%	1	0.17%		0.00%	7	0.18%
Mixed White/Asian	12	0.37%	4	0.69%	1	1.85%	17	0.44%
Mixed White/Black African	3	0.09%		0.00%		0.00%	3	0.08%
Mixed White/Black Caribbean	23	0.71%	4	0.69%		0.00%	27	0.69%
Other Asian Background	19	0.58%	7	1.20%		0.00%	26	0.67%
Other Black Background	18	0.55%	1	0.17%		0.00%	19	0.49%
Other Ethnic Background	9	0.28%	3	0.52%		0.00%	12	0.31%
Other Mixed Background	12	0.37%	3	0.52%	1	1.85%	16	0.41%
Other White Background	110	3.38%	13	2.23%	1	1.85%	124	3.19%
Prefer not to State	19	0.58%	4	0.69%		0.00%	23	0.59%
White British	2451	75.39%	466	80.07%	50	92.59%	2967	76.33%
White Irish	58	1.78%	10	1.72%		0.00%	68	1.75%
Total	3251		582		54		3887	

Appendix 2, Disability

Data October 2022	GRADE 1-7		GRADE 8+		Senior Leader		All Employees	
	No. of Employees	% of Grade Category	No. of Employees	% of Grade Category	No. of Employees	% of Grade Category	No. of Employees	% of Grade Category
No	3098	90.56%	633	92.41%	47	90.38%	3778	90.86%
Prefer not to state	59	1.72%	11	1.61%	1	1.92%	71	1.71%
Yes	264	7.72%	41	5.99%	4	7.69%	309	7.43%
Total	3421		685		52		4158	

Based on headcount of Council employees excluding schools and casuals.

To enable comparison of measurement of representation incomplete records have been excluded.

Data April 2020	GRADE 1-7		GRADE 8+		Senior Leader		All Employees	
	No. of Employees	% of Grade Category	No. of Employees	% of Grade Category	No. of Employees	% of Grade Category	No. of Employees	% of Grade Category
No	2867	91.13%	549	94.33%	49	90.74%	3465	91.62%
Prefer not to State	46	1.46%	9	1.55%	1	1.85%	56	1.48%
Yes	233	7.41%	24	4.12%	4	7.41%	261	6.90%
Total	3146		582		54		3782	

Appendix 3, Sexual Orientation

Data October 2022	GRADE 1-7		GRADE 8+		Senior Leader		All Employees	
Sexual Orientation	No. of Employees	% of Grade Category						
Bisexual	48	1.72%	2	0.35%		0.00%	50	1.46%
Gay	29	1.04%	5	0.88%	1	1.96%	35	1.03%
Heterosexual	2451	87.69%	515	90.57%	47	92.16%	3013	88.25%
Lesbian	34	1.22%	9	1.58%		0.00%	43	1.26%
Other	15	0.54%		0.00%		0.00%	15	0.44%
Prefer not to state	218	7.80%	37	6.51%	3	5.88%	258	7.56%
Total	2795		568		51		3414	

Based on headcount of Council employees excluding schools and casuals.

To enable comparison of measurement of representation incomplete records have been excluded.

Data April 2020	GRADE 1-7		GRADE 8+		Senior Leader		All Employees	
Sexual Orientation	No. of Employees	% of Grade Category						
Bisexual	27	1.29%	1	0.24%		0.00%	28	1.09%
Gay	20	0.95%	4	0.97%	1	2.00%	25	0.98%
Heterosexual	1833	87.29%	368	89.32%	45	90.00%	2246	87.67%
Lesbian	16	0.76%	7	1.70%		0.00%	23	0.90%
Other	12	0.57%	1	0.24%		0.00%	13	0.51%
Prefer not to State	192	9.14%	31	7.52%	4	8.00%	227	8.86%
Total	2100		412		50		2562	

Agenda Item 6

SB1 Work Programme 2022/23

Last updated 28/10/22

Please see page 2 onwards for background to items

13th July 2022
- Introduction to Local Government Finance
21st September 2022
- HR Update and People Plan - Workforce Diversity & Inclusion Update
9th November 2022
- Procurement and Social Value Update - Recruitment & Selection and Tribepad the Council's Applicant Tracking System
11th January 2023
- ICT & Digital Update - Digital Inclusion
7th February 2023
- Medium Term Financial Strategy
29th March 2023
- HR/Workforce Management information - Apprenticeship Update
2022/23
- Reserve Balances - Financial Management Code - Financial Resilience Assessment - Coventry Connects - Early Retirement/ Voluntary Redundancy - Managing an Agile Workforce

Date	Title	Detail	Cabinet Member/ Lead Officer
13th July 2022	- Introduction to Local Government Finance	The report will include opportunities, challenges and risks for LG finance nationally and locally; the current Position on issues including inflation, reserves, treasury management and grants; the budget settings process; benchmarking and making best use of CCC published financial information.	Cllr Brown Barry Hastie
21st September 2022	- HR Update and People Plan	To review the new plan for 2022-2025. This will what is being done to develop, retain and attract new talent to CCC.	Cllr Brown Susanna Newing
	- Workforce Diversity & Inclusion Update	To provide Finance and Corporate Services Scrutiny Board with an opportunity to scrutinise the Council's Workforce Diversity & Inclusion and Anti-Racism work.	Cllr Brown Grace Haynes
9th November 2022	- Procurement and Social Value Update	To receive an update on procurement and social value. To include the financial implications of ethical procurement and social value.	Cllr Brown Oluremi Aremu
	- Recruitment & Selection and Tribepad the Council's Applicant Tracking System	To include the impact of the introduction of anonymised recruitment and a demonstration of the system.	Cllr Brown Susanna Newing Grace Haynes
11th January 2023	- ICT & Digital Update	To review the position with regards to ICT & Digital and the progress being made against the ICT & Digital strategy and service plans. To include progress against the feedback from the last feedback ICT survey. To consider what work is taking place and how decisions are being taken to future proof ICT investments. To include Digital Inclusion.	Cllr Hetherton Susanna Newing/ Paul Ward
	- Digital Inclusion	Identified at the meeting on 13 th July 2022. To include the levels of digital poverty in the City.	Cllr Hetherton Susanna Newing/ Paul Ward
7th February 2023	- Medium Term Financial Strategy	To discuss the Council's Medium Term Financial Strategy prior to its approval through the political process.	Cllr Brown /Barry Hastie/ Paul Jennings

Date	Title	Detail	Cabinet Member/ Lead Officer
		Please note the date of the meeting will move to enable SB1 to consider the MTFS before it goes to Cabinet. Normal reporting timescales have changed due to Covid-19.	
29th March 2023	- HR/Workforce Management information	For the Board to scrutinise the HR/Workforce Management dashboard.	Cllr Brown Susanna Newing
	- Apprenticeship Update	To receive an update on apprenticeships within CCC.	Cllr Brown Susanna Newing
2022/23	- Reserve Balances	To receive an update on the position of Council Reserves and identify recommendations for the Cabinet Member.	Cllr Brown/ Paul Jennings
	- Financial Management Code	The Financial Management Code (FM Code) provides guidance for good and sustainable financial management in local authorities. By complying with the principles and standards within the code authorities will be able to demonstrate their financial sustainability. This item will examine Coventry's progress towards meeting the FM Code principles.	Cllr Brown/ Barry Hastie/ Paul Jennings
	- Financial Resilience Assessment	To receive an interim report on the outcome of the financial resilience assessment.	Cllr Brown/ Barry Hastie/ Paul Jennings
	- Coventry Connects	To include Customer Service channels including the feedback loop for customers and councillors and continuous improvement.	Cllr Brown/ Cllr Hetherton Adrienne Bellingeri/ Paul Ward
	- Early Retirement/ Voluntary Redundancy	To receive an update on ER/VR at an appropriate time.	Cllr Brown Susanna Newing
	- Managing an Agile Workforce	TO scrutinise the mechanisms in place to enable managers to manage an agile workforce to include how staff are supported, developed and performance management undertaken.	Cllr Brown Susanna Newing

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