



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

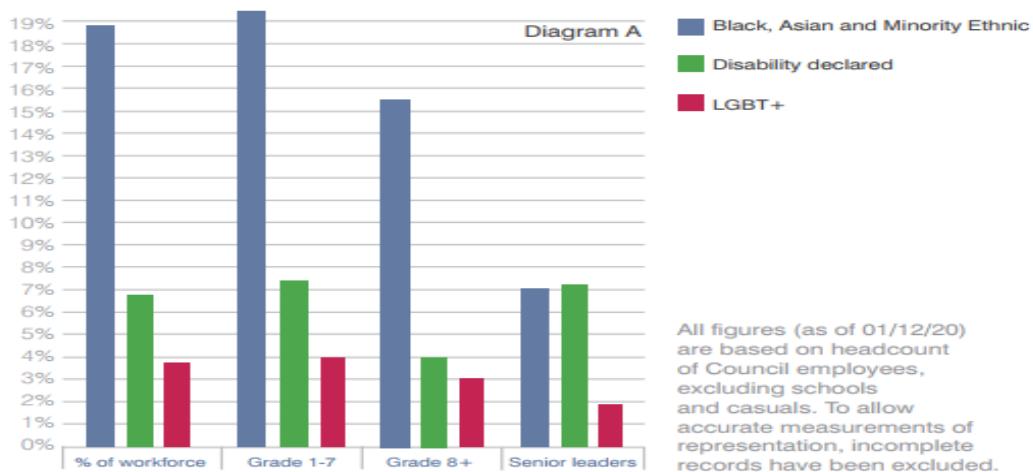
Scrutiny Board 1 are being asked to note the content of this report and make any comments to the relevant Cabinet Member.

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

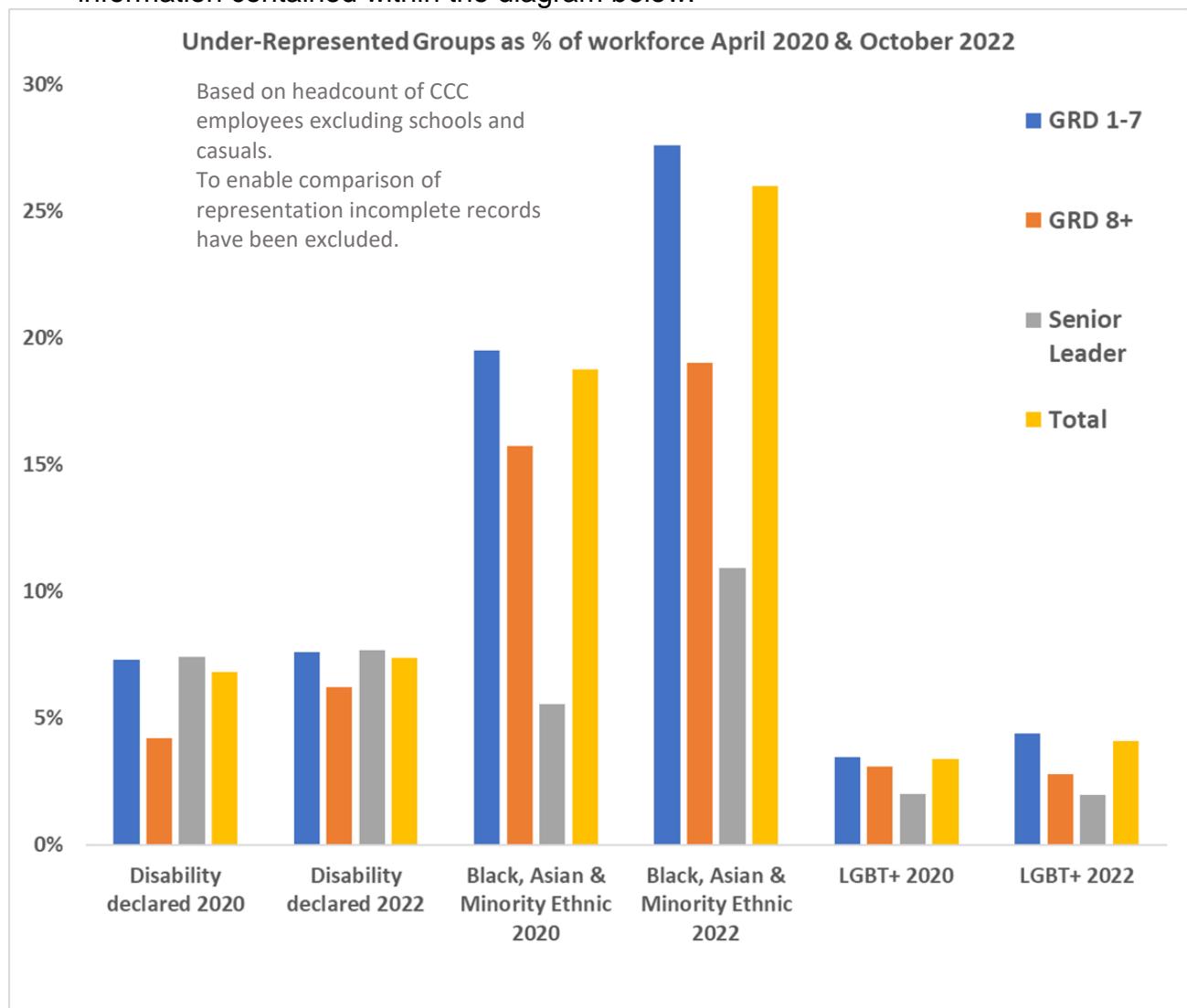
To support the Council's diversity & inclusion ambitions and to act as an enabler to this process the Council successfully procured a new ATS known as Tribepad in 2020. Through the implementation of the Tribepad system the Council was able to introduce an anonymised process whereby all personal information 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

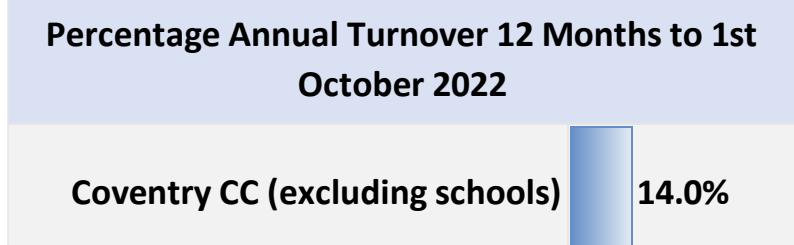
number of citizens who describe themselves as being from a ‘Minority-Ethnic’ background, therefore potentially making the gap of representation even wider. Appendices 1a & 1b, 2 and 3 provide a further detailed breakdown of the information contained within the diagram below.



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.

Data October 2022	GRADE 1-7		GRADE 8+		Senior Leader		All Employees		
	Ethnicity	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

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	

Based on headcount of Council employees excluding schools and casuals.

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

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	