

# **Equality and Diversity**

## **Workforce Profile 2018/19**

## **Introduction**

This report analyses New College Stamford's (NCS) workforce data in relation to protected characteristics against a number of Human Resource stages, processes and procedures, in an attempt to identify any issues or trends which may exist that require action to be taken to enable New College Stamford to continue to strive towards meeting our Equality and Diversity Objectives.

The data captured for the academic year 2018/19 from the HR and Recruitment modules of the College's HR information system for staff, is the seventh full year's data held of this type and we have provided an analysis of the comparisons over the past seven reporting periods. Our aim is to continue to capture this data annually to compare year on year and to analyse the statistics and trends in order to identify any positive action measures or appropriate targets that may need to be incorporated into our Single Equality action plan.

## **Executive Summary**

### **Current Workforce**

From a relatively stable workforce profile in terms of Full Time Equivalents, this report shows no real shift towards a younger workforce as is our longer-term aim, to support our student first ethos. There is evidence of recruiting a similar staff age and gender ratio to previous years, but there has been a further shift towards recruiting male managers. Staff ethnicity remains indicative of the South Kesteven community and that of our Governing Body, but does not reflect the ethnicity of our students, who travel from further afield, including the City of Peterborough. This reporting period saw no real change in the staff disability statistics and the gender ratio has also been fairly static over the past 3 years.

### **Leavers**

The age bracket for the highest percentage of leavers at 40% was between 45 and 54, which is an increase on previous years, but probably reflects normal job progression or variation. However, we also recruited a significant number of new staff within this age bracket, resulting in no real change to the workforce age profile. Leavers in the age bracket between 55 and 64 also increased in this reporting period from the last, suggesting more job movement at a later age due to people's careers continuing to a later age. The number of leavers at the younger end of the spectrum has decreased, but the age profile has remained static. This reflects a healthy turnover rate of staff fairly early in their careers. The ethnicity and disability of leavers shows very little change. More leavers were female in this reporting period, which may be the start of a balancing of our gender profile.

### **Length of Service**

The highest percentage of length of service was between 6 months and 5 years for both business support staff and teaching staff, the majority of whom are part time staff, but there is a more even spread of service for full-time staff, which suggests a higher turnover of part time staff across College, but with many remaining at NCS for a good few years longer in both categories, particularly full-time staff. The high numbers of managers who have between 10 and 15 years'

service, would also reflect the norm for staff settled and progressing to managerial roles in their careers.

## **Recruitment**

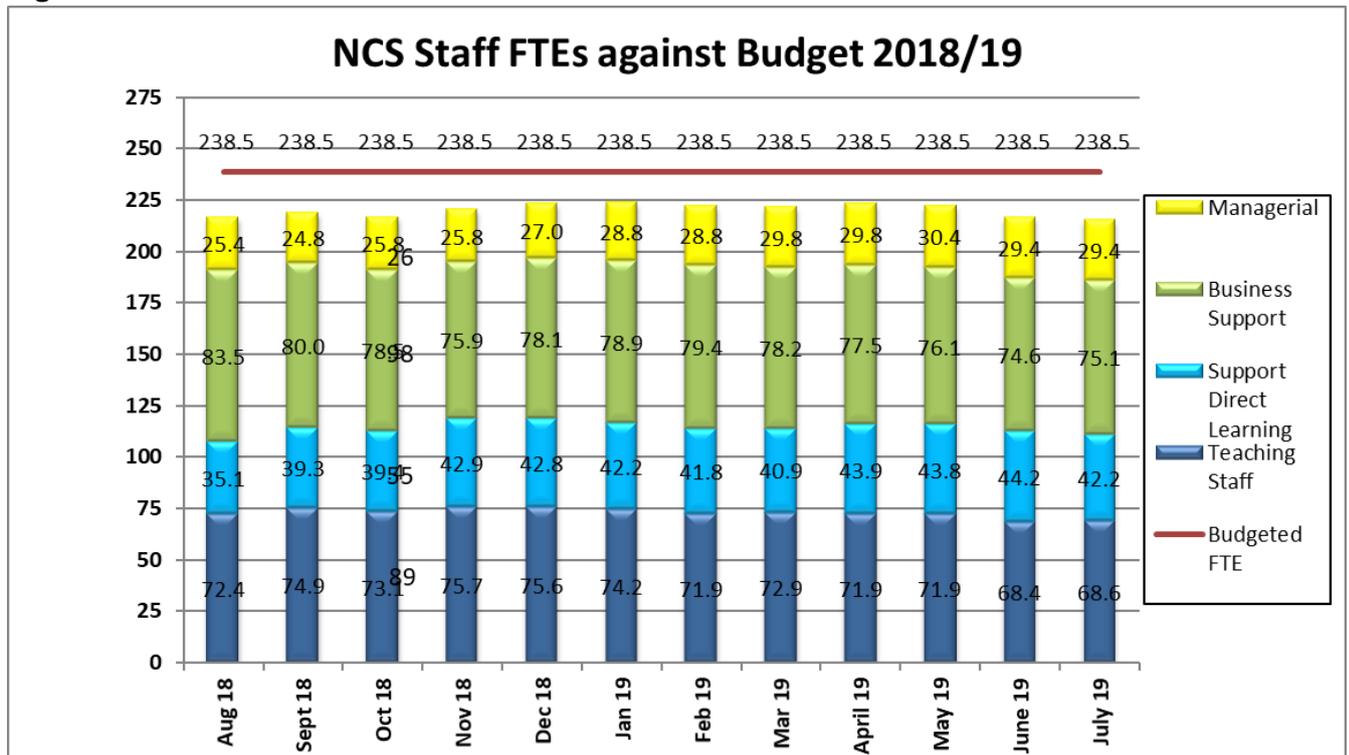
Application numbers were up this year in relation to the previous reporting period, from 262 to 311. This was reflected in the higher number appointed in this period, 67, 14 more than the previous period, reflecting the growing numbers of our staff profile and our student numbers in general. We had more applicants to consider for shortlisting for interview for most of our vacancies. Turnover remains steady, so the increase in recruitment also reflects the expansion of our staffing numbers. We do know however, that we have some extremely hard to fill teaching areas, but this situation is ongoing and is not affecting our profile. Comparison between the age of applicants and that of the staff appointed in the reporting period shows a noticeable increase in applications from and appointment of staff at the older end of the age spectrum, compared to the age profile of all applicants. We recruited slightly more applicants aged 45 – 54 than in the previous year, but the age group 55 and over saw a significant increase. The number appointed under 34 compared to the number who applied in that age group was down, which is disappointing, but is a possible reflection on the levels of experience of some of our younger applicants.

Ethnicity and disability recruitment statistics remain stable. However, there was a shift in the gender ratio of appointments made in the reporting period, with no more applications from male candidates, but far more male appointments, without really affecting the 67/33 ratio of females to males within the workforce profile. Whilst this ratio is indicative of the FE sector, we are still hoping to continue to move towards a more even balance.

## Workforce Summary

Figure 1 shows the Full Time Equivalent (FTE) totals for staff employed during the reporting period 2018/19 by staff category. The total FTEs of all categories remains reasonably stable throughout the year; with August's and September's slightly lower figures being representative of the recruitment drive typically preceding and at the start of the academic year.

Figure 1



## Staff Profile

This section looks at the characteristics of staff employed during the academic year 2018/19, using an average headcount of 268 as the total number of staff, against which percentages were calculated. Data was taken from the HR database. Our managed services company Quality Resourcing Solutions (QRS) hourly paid associates were not included in the data collection as they are not employed by NCS and their profile changes significantly throughout the reporting period. However, staff employed through QRS on salaried contracts were included.

### Age

A comparison of **Figure 2b** (2018/19) to the previous year shown in **Figure 2a** shows that the percentage of staff aged between 25 and 34 has reduced slightly and the next age group increased, reflecting a stable workforce that is obviously aging. The under 25 age group has gone down by 1% and the next age group by 3%. The percentages over 65 has remained static, as has the age group 45 to 54. Overall, the age profile of staff remains static and is not reducing as we would have hoped, in order to support our student first ethos.

Figure 2a

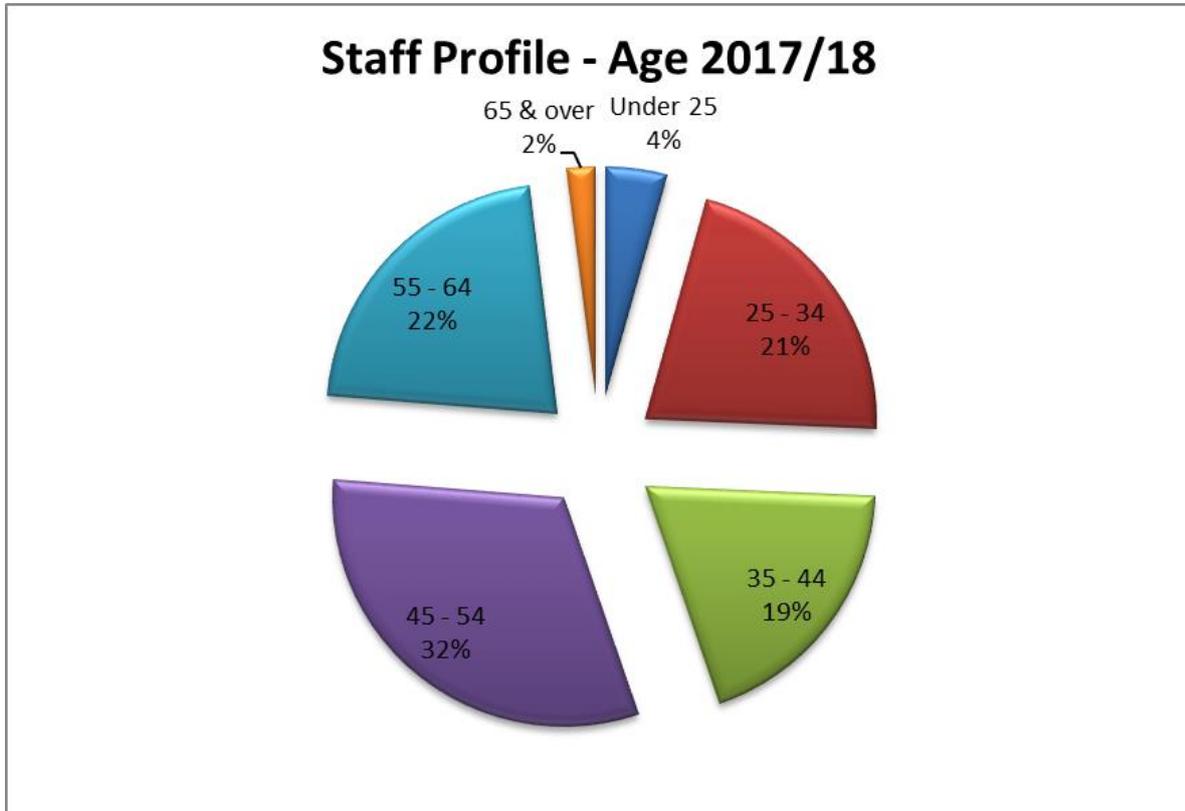
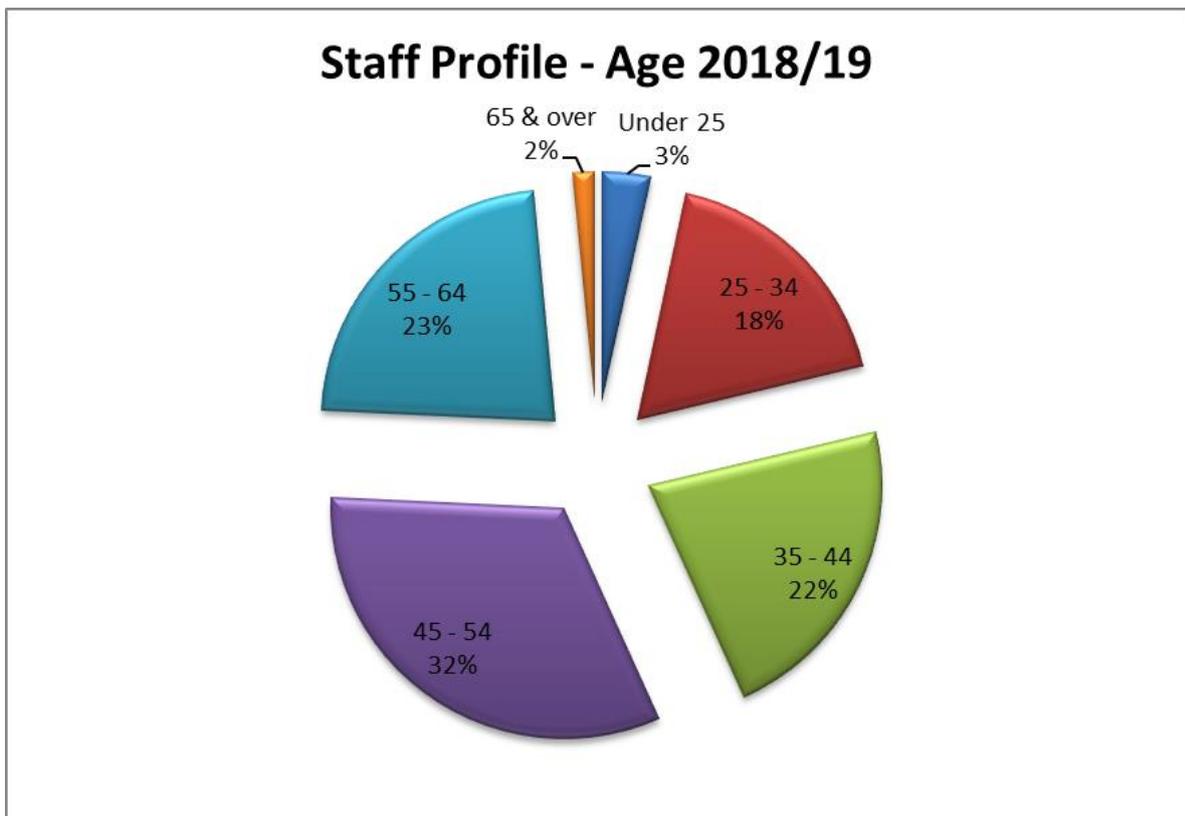


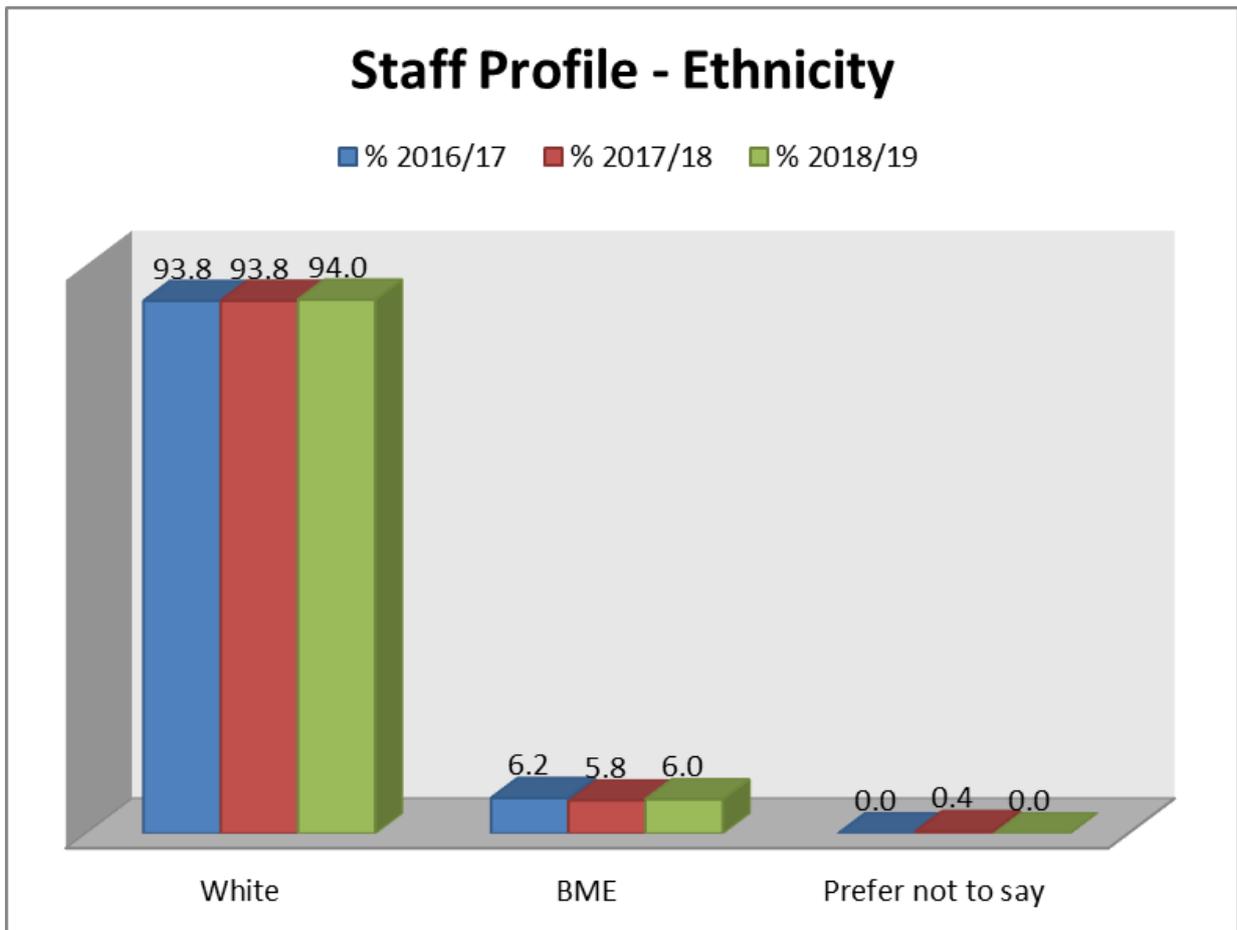
Figure 2b



## Ethnicity

**Figure 3** shows that the vast majority of staff during the reporting period 2018/19 categorised themselves as White British. The percentage from Black and Minority Ethnic (BME) backgrounds reduced last year, but has increased fractionally in this reporting period. This ratio is still indicative of South Kesteven area, in which 98.4% of the population were White British in the same reporting period and was mirrored in our overall Governing Body profile of 96.7%. The College’s target is to bring the ethnicity profile in line with that of our students, who are brought in from further afield, as Stamford is a relatively small rural town.

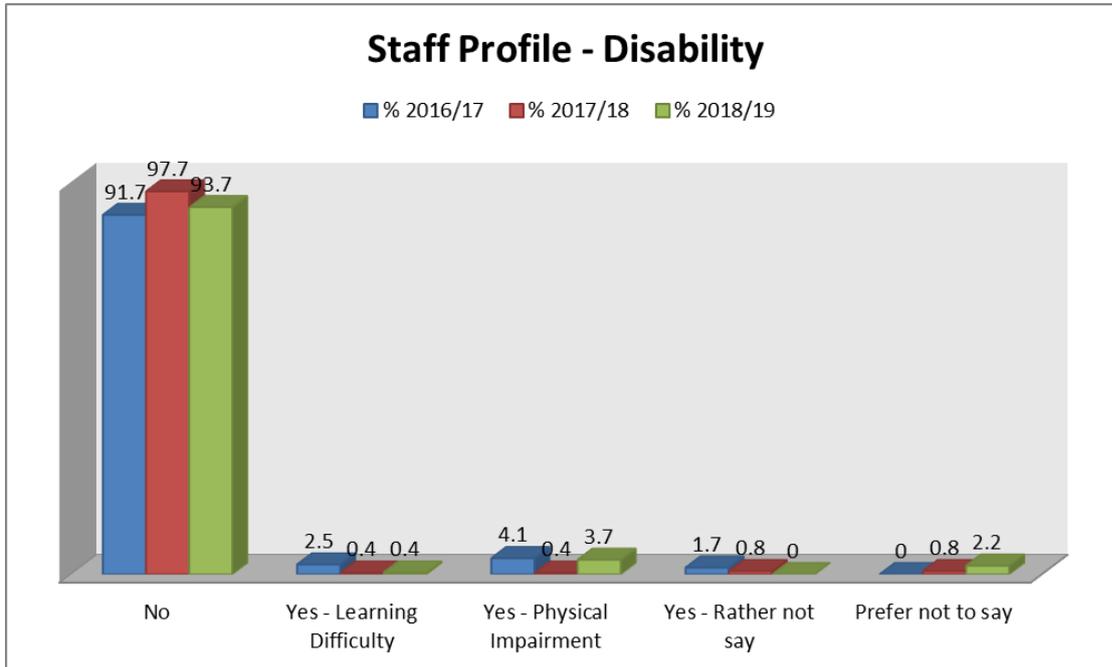
**Figure 3**



## Disability

93.7% of staff during 2018/19 declared no disability, a decrease of 4% since the last reporting period, but an increase of 2% from 2 years ago – see **Figure 4**. We note that the percentage of staff reporting physical impairments has risen slightly over the years, as has those who preferred not to say. As a ‘Disability Confident’ College, we aim to be extremely inclusive where disability is concerned, with many internal mechanisms to support staff and make reasonable adjustments. Trust over declaring a disability will continue to be closely monitored during this academic year.

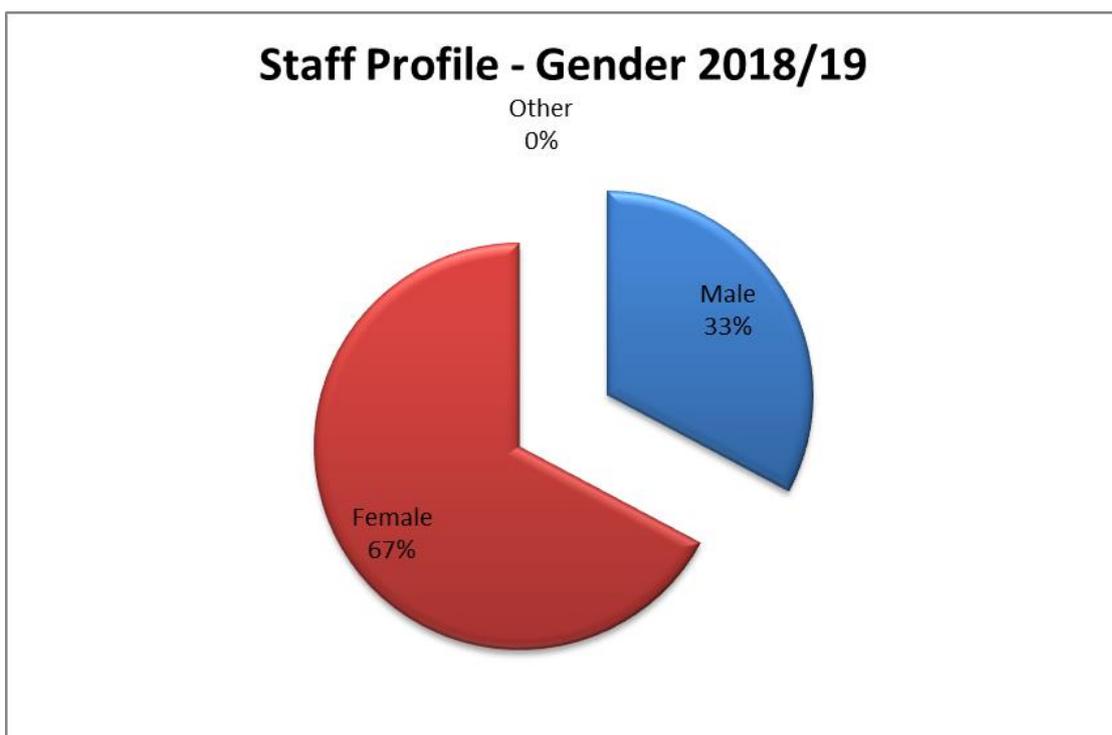
**Figure 4**



## Gender

The gender profile at New College Stamford for 2018/19 continues to be quite typical to education as a whole, with 67% female against 33% male – see **Figure 5**. This ratio has remained relatively static over the past 3 reporting years, but there has been a 2% increase of male employees since the last reporting period.

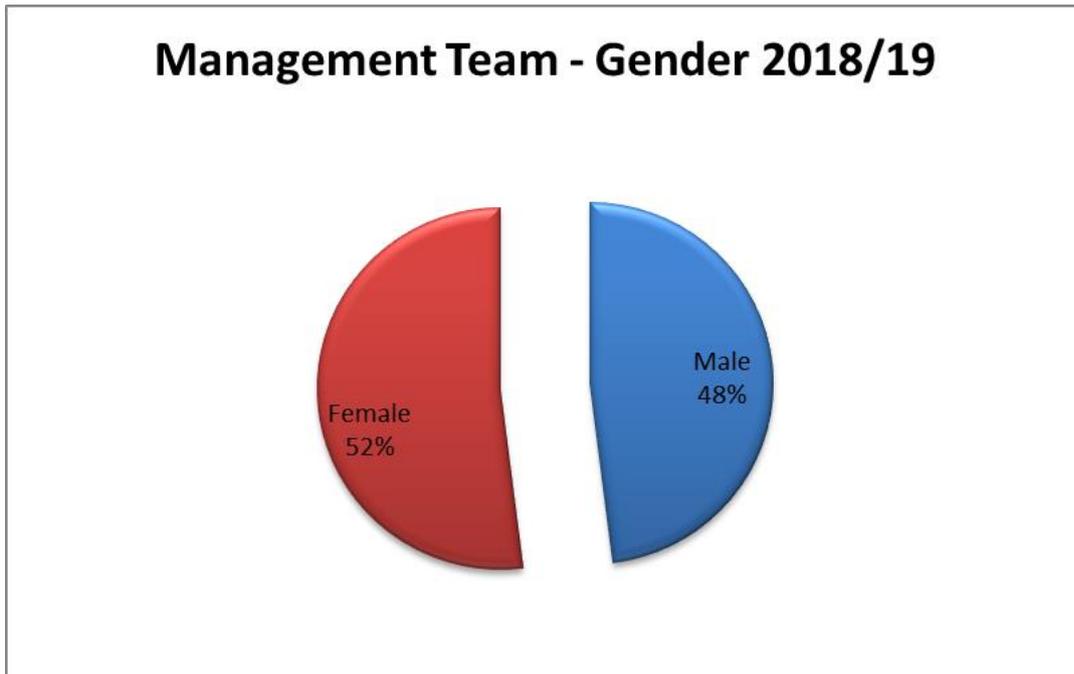
**Figure 5**



### Management Team

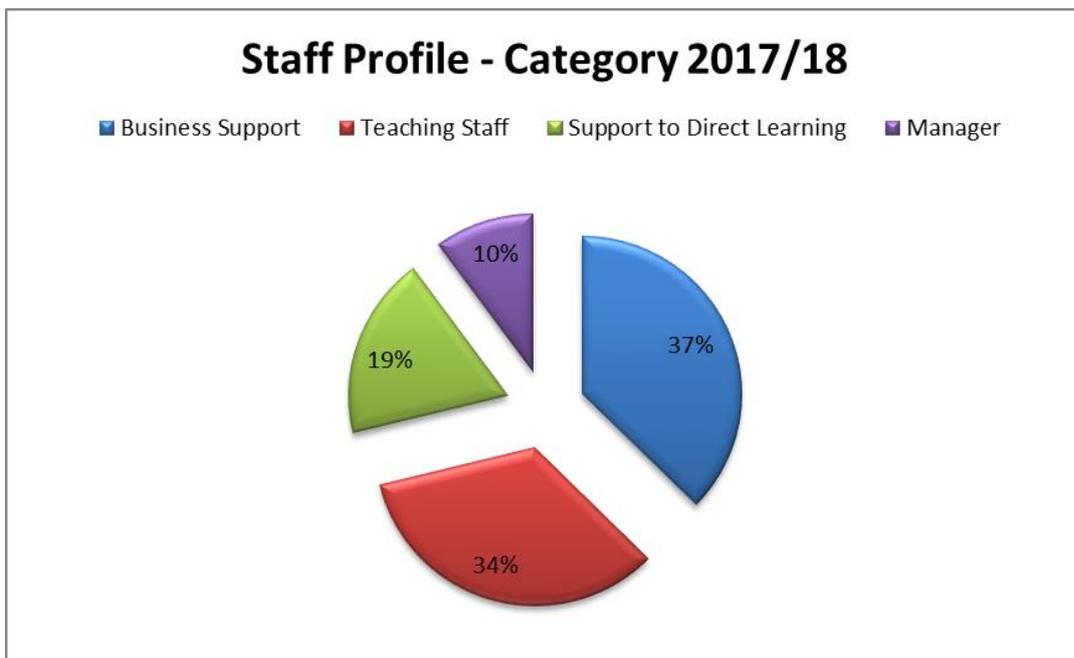
The College-wide management team profile has shifted again slightly from the gender ratio of the whole staff profile for the reporting period 2018/19 – see **Figure 6**, with the number of males in the team increasing by a further 2%. The total number of managers has increased by 1 post since the last reporting period.

**Figure 6**



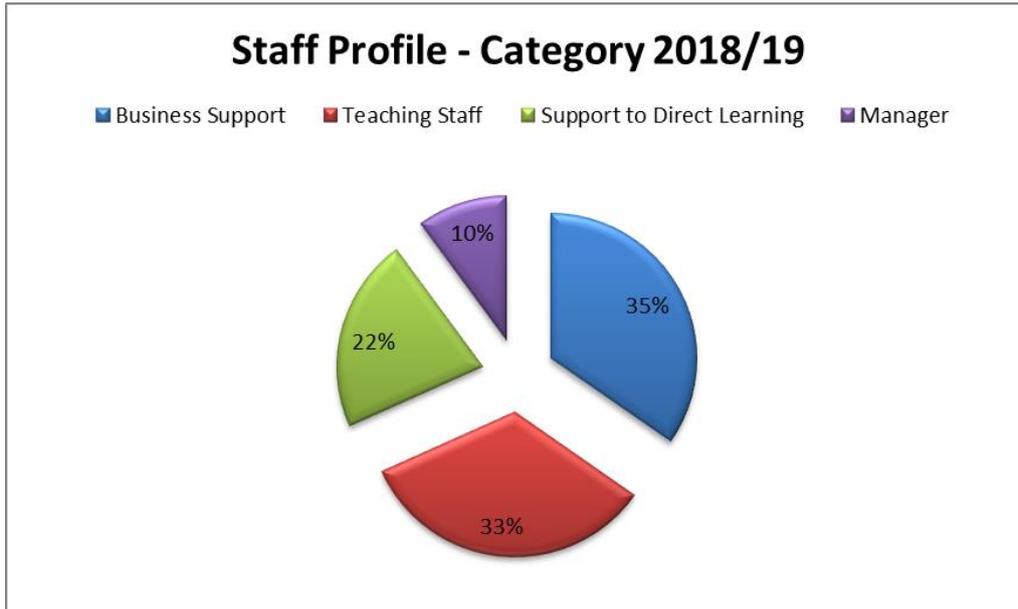
### Category

**Figure 7a**



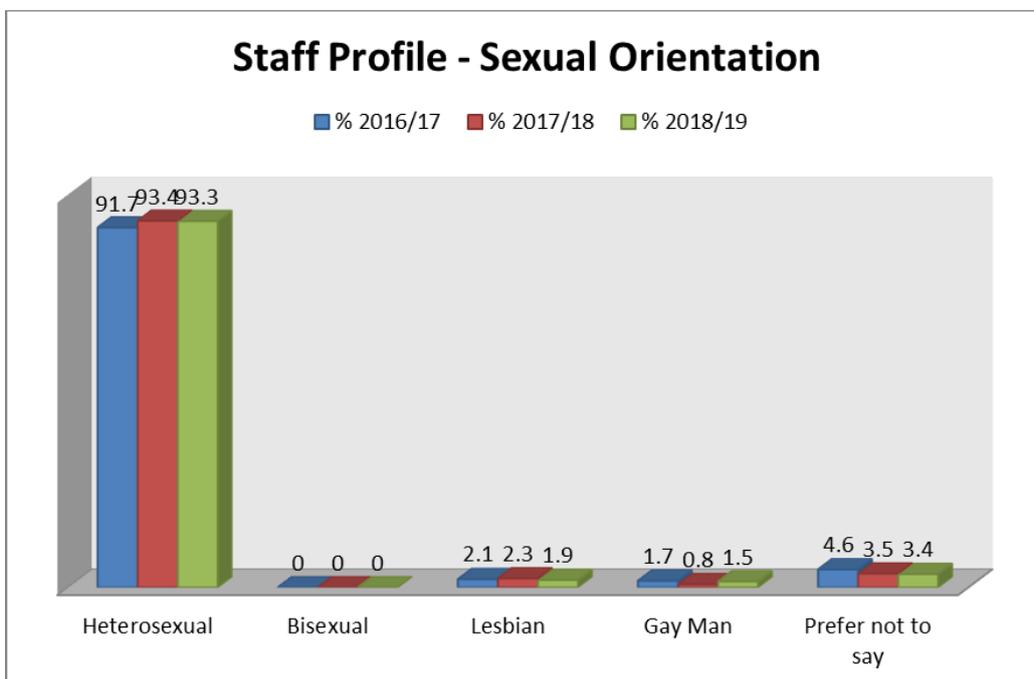
From the previous reporting period to this, there has been a slight decrease in teaching staff and business support, but an increase in support to direct learning – see **Figure 7a** and **Figure 7b**. The decrease in teaching staff and business support is insignificant, but the increase in support to direct learning is indicative of the increase in numbers of high needs learners and students requiring additional learning support. Despite the increase in the number of managers, the overall increase in staff numbers meant the percentage of managers within the profile remained the same.

**Figure 7b**



### Sexual Orientation

**Figure 8** shows the sexual orientation within the staff profile for the reporting period 2018/19 compared to the previous periods.



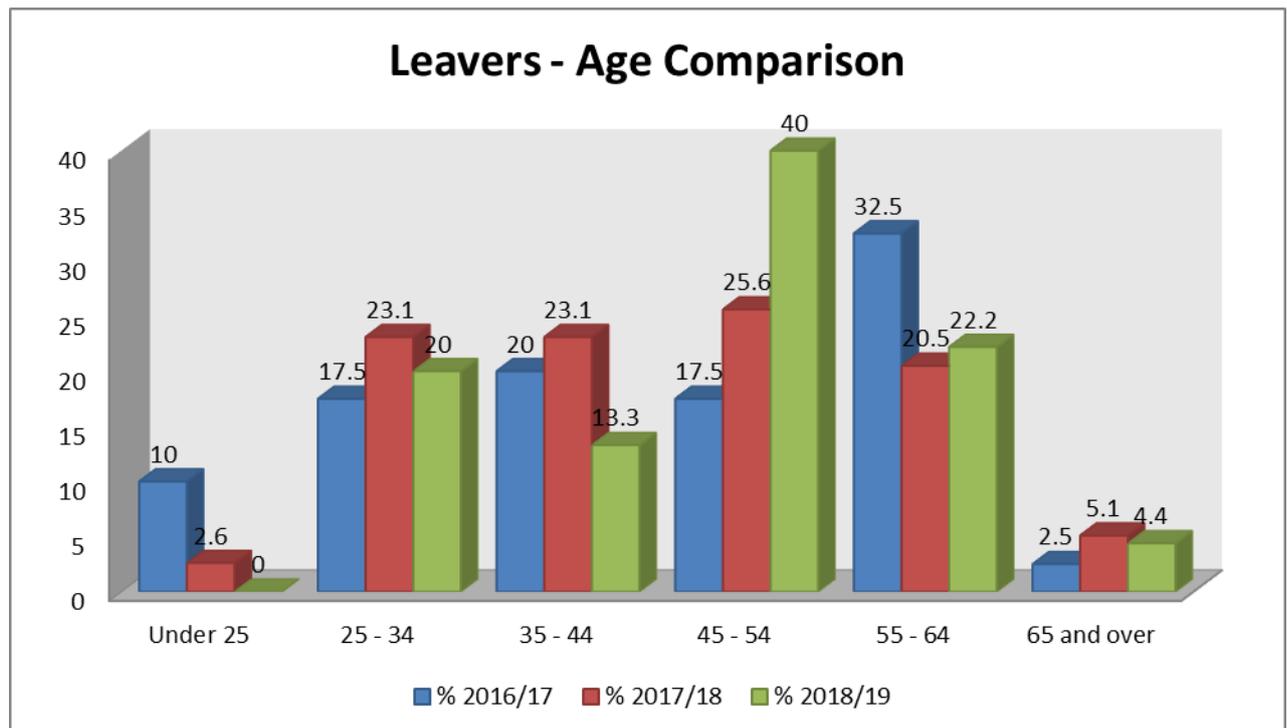
The percentage of employees who have preferred not to declare their sexual orientation since 2016/17 has reduced each year and in 2018/19 was just 3.4%, which suggests we are continuing to remove barriers. With an increase of focus and openness of the LGBT+ community, the expectation is that this information will continue to be given more freely in the future.

## Staff Leavers

This section looks at the characteristics of staff who left during the reporting period 2018/19 using a headcount of 45 as the total number of staff, for whom percentages were calculated, 7 more than the previous reporting period. QRS hourly paid associates were not included in the data collection due to the nature of the use of agency staff on a temporary basis. However, staff employed through QRS on salaried contracts were included.

### Age

**Figure 9**



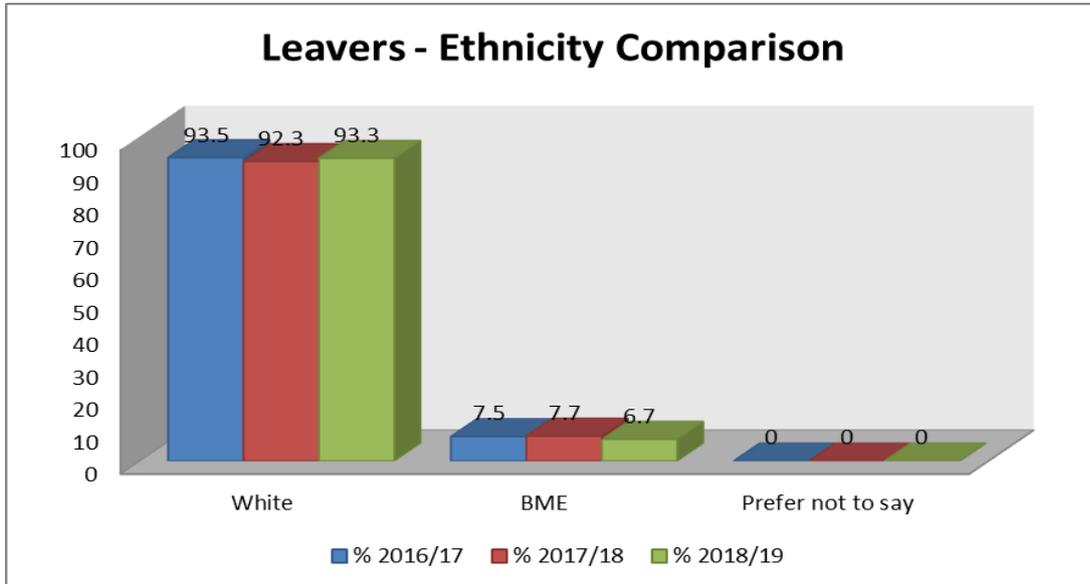
**Figure 9** shows that the age distribution of leavers was fairly even between the ages of 25 and 34, having little impact on the staff profile.

Leavers aged between 35 and 44 decreased and the staff profile increased. Leavers aged between 45 and 54 has increased significantly, but the staff profile remained exactly the same as the previous year, a statistic reflected in recruitment numbers of that age bracket. Numbers of leavers aged 65 and over are small and the retention of the over 65 age bracket has also remained static in the overall staff profile.

## Ethnicity

**Figure 10** shows that 93.3% of leavers within this reporting period declared themselves as White British, which is similar to the previous two years and reflects the staff profile for 208/19.

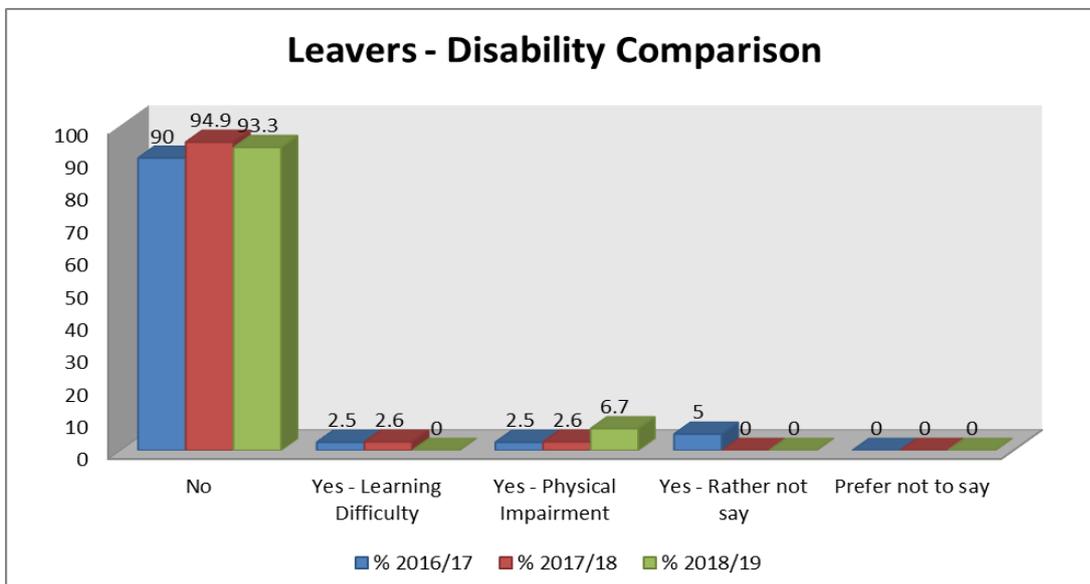
**Figure 10**



## Disability

**Figure 11** shows that a percentage of leavers 93.3% with no disability. 6.7% of staff leaving had a physical disability, comparing to 3.7% of staff in that category within the staff profile. 2.6% had a learning difficulty compared to 0.4% within the staff profile. The 3 leavers who had disabilities, chose to retire, possibly linked to their disability, but not because of it. It is not felt that these statistics raise any concerns that staff with disabilities are leaving NCS for reasons relating to their disabilities and it is encouraging that no staff left who had a disability, but had chosen not to give details.

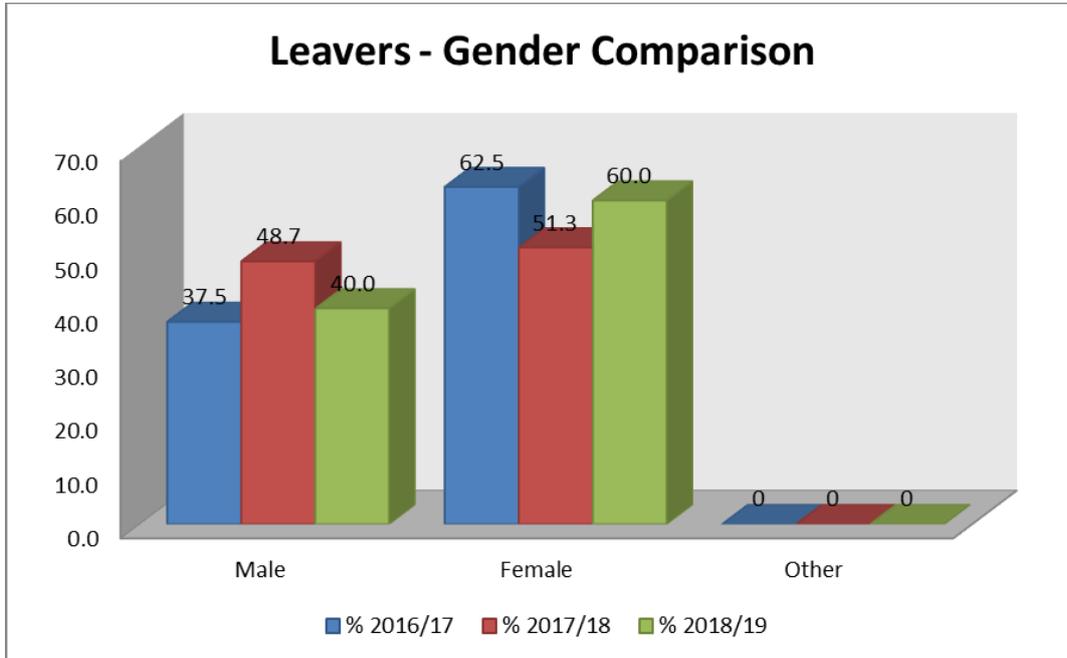
**Figure 11**



**Gender**

**Figure 12** shows a slight decrease in male leavers and an increase in female leavers, which is reflected in the staff profile.

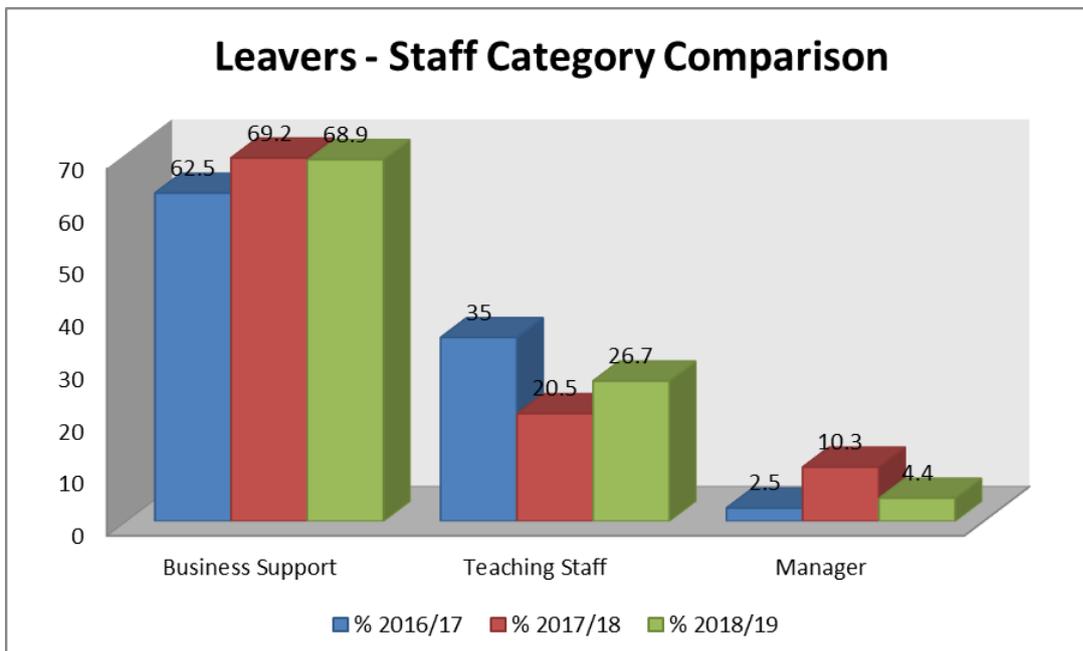
**Figure 12**



**Category**

**Figure 13** shows a comparison of the distribution of leavers by staff category across the three reporting periods.

**Figure 13**

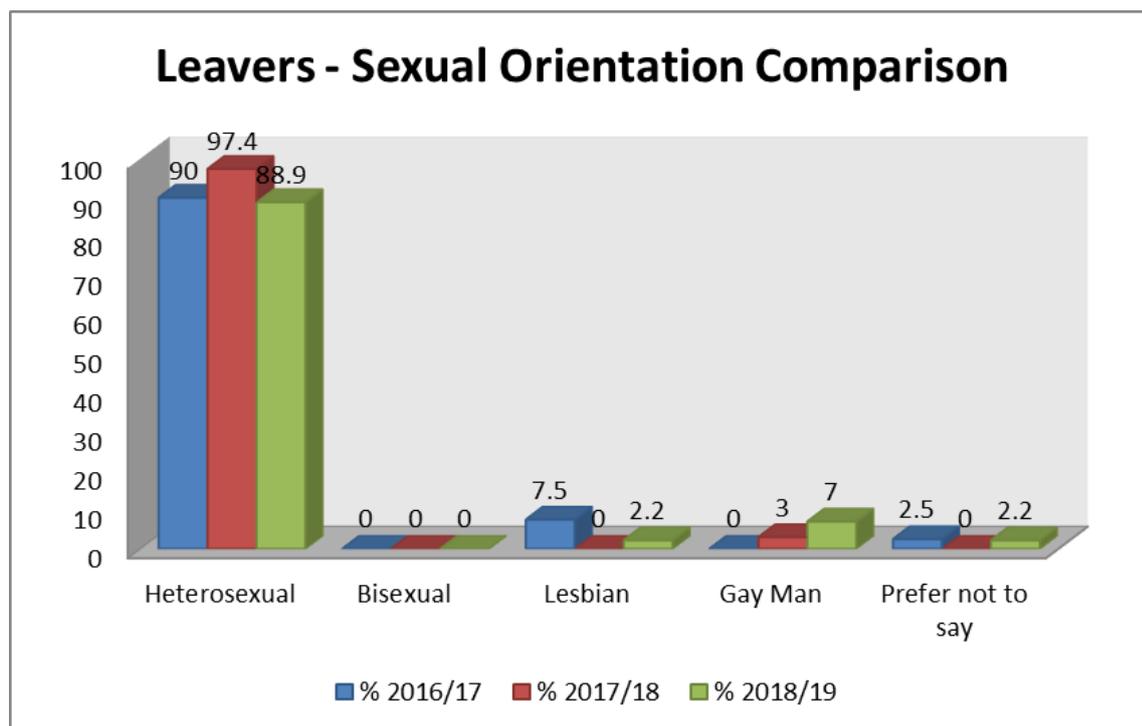


The majority of leavers shown in **Figure 13** in the academic year 2018/19 were business support, showing a trend over the past 3 years, also reflected in a slight decrease in the staff profile. The rate of teachers leaving over the past 3 years is fairly static, reflected in the staff profile. The decrease in the turnover of managers in the reporting period 2018/19 is only 2 in number, both relocations.

### Sexual Orientation

**Figure 14** shows no staff leavers who were bisexual, 2.2% who were lesbian and 2.2% who preferred not to say, each of those just 2 in number, which suggests there is no cause for concern within these categories and staff do not appear to be leaving for reasons linked to their sexual orientation. The low percentage of those who preferred not to say is encouraging and suggests an openness to declaring sexual orientation. These statistics will continue to be monitored during the next reporting period, as we wish to continue to strive towards achieving an open, prejudice free environment.

**Figure 14**



### Disciplinary, Grievance and Capability

This section looks at the characteristics of staff who were involved in either a disciplinary, grievance or capability procedure during the academic year 2018/19. New College Stamford handled 3 formal disciplinaries, 3 capabilities and 2 formal grievances within the reporting period. The disciplinaries involved 2 females and 1 male member of staff, the capability procedure was used for 3 females and the grievance procedure was used by 1 female and 1 male, but as the

numbers are so few and none related to protected characteristics, no further analysis has been carried out on this data.

## **Maternity/Paternity/Adoption**

Through the reporting period 2018/19, 11 members of staff went on maternity leave, 4 teachers and 7 business support. 1 male teacher took shared parental leave. None took paternity leave, but 5 teachers chose to take annual leave as an alternative as having a baby is considered exceptional circumstances for taking annual leave during term time. There were no requests for adoption leave in this reporting period.

## **Flexible Working Requests**

There was one formal flexible working request during the reporting period for a member of staff returning after maternity leave, which was accepted. There were continuations of formal flexible working arrangements made in the previous reporting period for 3 members of staff. We do also have a flexible approach to the work patterns agreed for new staff, particularly to fit in with childcare and school holidays, where possible and for staff whose circumstances change. There was a local informal agreement was made within a support to direct learning department, with HR taking an advisory role.

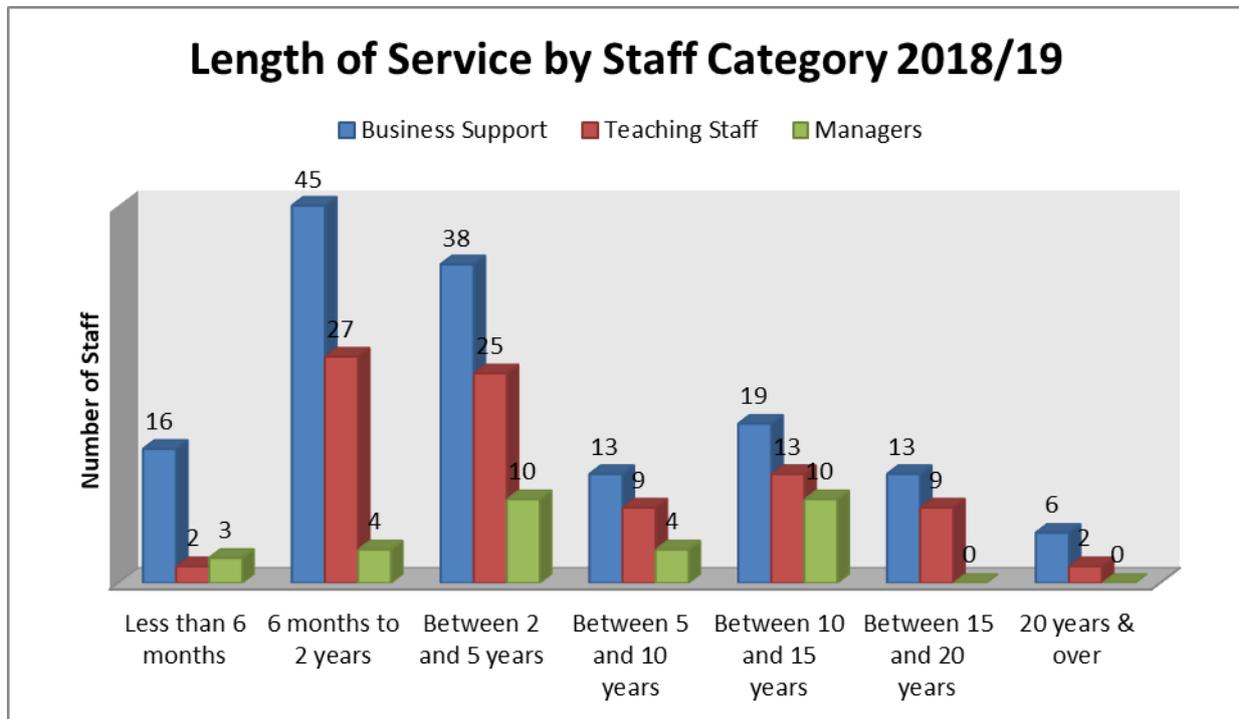
## **Length of Service**

This section looks at the characteristics of staff in relation to their length of service during the academic year 2018/19. As the staff profile changes during the year, data at a fixed point of 31 January 2019 was used as this was mid-way through the academic year, with a total of 268 employees. The same date was used as last year for direct comparison. Data was taken from the HR database. QRS hourly paid associates were not included in the data collection as they are subsidiary of NCS for agency workers and their profile changes significantly throughout the reporting period. However, staff employed through QRS on salaried contracts were included.

### **Category**

There is a fairly regular pattern to length of service in relation to staff category bearing in mind the proportionate split between business support, teaching staff and managers – see **Figure 15**.

**Figure 15**



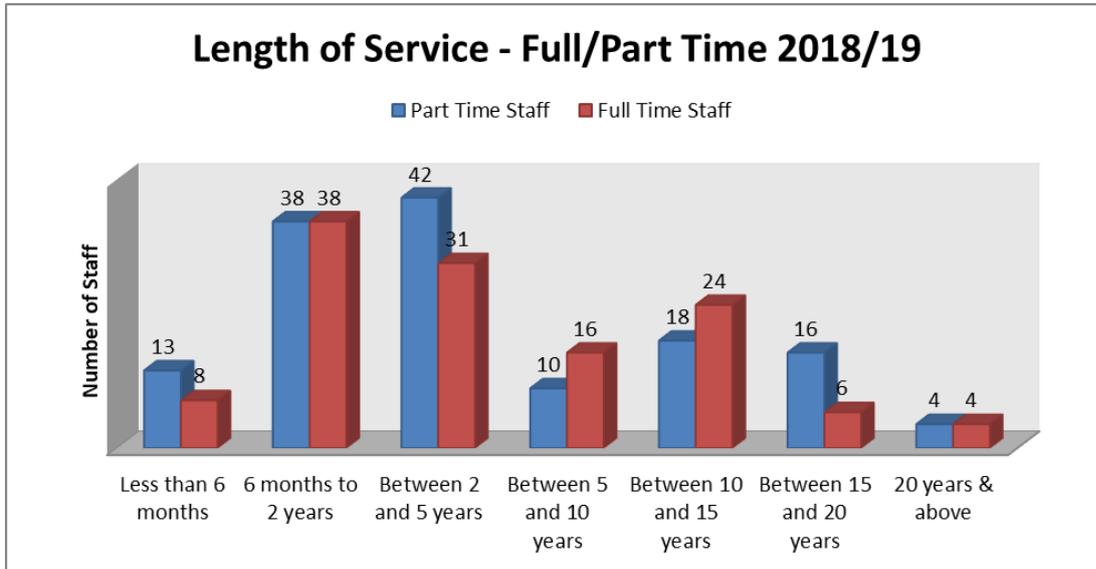
A large proportion of business support staff's length of service is less than 5 years, which does not correlate to the proportion of business support leavers but does mirror the number of younger staff, generally in business support positions. As a whole, the majority of staff remain at New College Stamford between 6 months and 5 years, which suggests stability. It is encouraging that many stay for a good few years longer in most categories.

The figures for managers between 10 and 15 years is indicative of succession planning and the promotion of some longer standing staff to management positions.

### **Full Time/Part Time Status**

The pattern in **Figure 16** is fairly consistent with the length of service by category data, with a steady increase in the bracket between 6 months and 5 years' service, with the majority of newer staff being business support and part time. The comparison between part-time and full-time staff has levelled off over the past few years, with fewer posts linked to term time and an increase in posts required all year round and full-time. These are posts relating to the College's commercial businesses, work experience, industry placement and Education and Healthcare Plans. The length of service peak for part-time staff between 15 and 20 years and is far higher than for full-time staff within the same bracket of service. This may be due to a number of factors including the use of flexible working contracts at this stage in staff's working careers and staff combining a part-time lecturing role with family commitments. However, it may also be natural attrition and staff pursuing their careers.

**Figure 16**

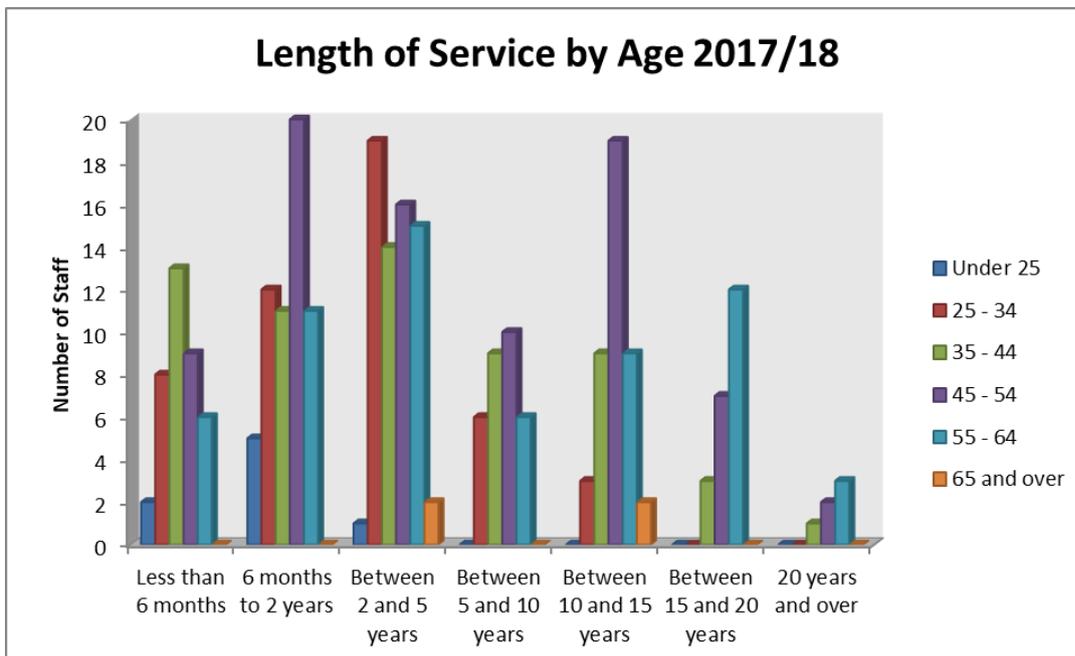


## Age

**Figure 17** shows that within the majority of staff who remain at New College Stamford between 6 months and 5 years, with a fairly even distribution of age. The age bracket of between 35 and 44 years of age is high for the length of service of less than 6 months, but mirrors the increase in recruitment of that age bracket during this reporting period.

The high numbers of staff aged 45 to 64 with service between 6 months and 5 years through this reporting year mirror the age distribution of our staff profile and suggests that as staff are leaving, we are not replacing them with younger staff. The higher numbers of staff aged between 45 and 54 who have between 10 and 15 years' service, reflects the norm for staff settled in their careers.

**Figure 17**



## Recruitment

This section looks at the characteristics of staff who applied and those recruited during the academic year 2018/19 from external recruitment campaigns. Application numbers were up this year in relation to the previous reporting period from 262 to 311. This was reflected in the higher number appointed in this period, 67, 14 more than the previous period, reflecting the growing numbers of our staff profile. We had more applicants to consider for shortlisting for interview for most of our vacancies. Turnover remains steady, which also reflects the expansion of our staffing numbers. We do however, continue to struggle to recruit in the Construction curriculum area and in IT Support.

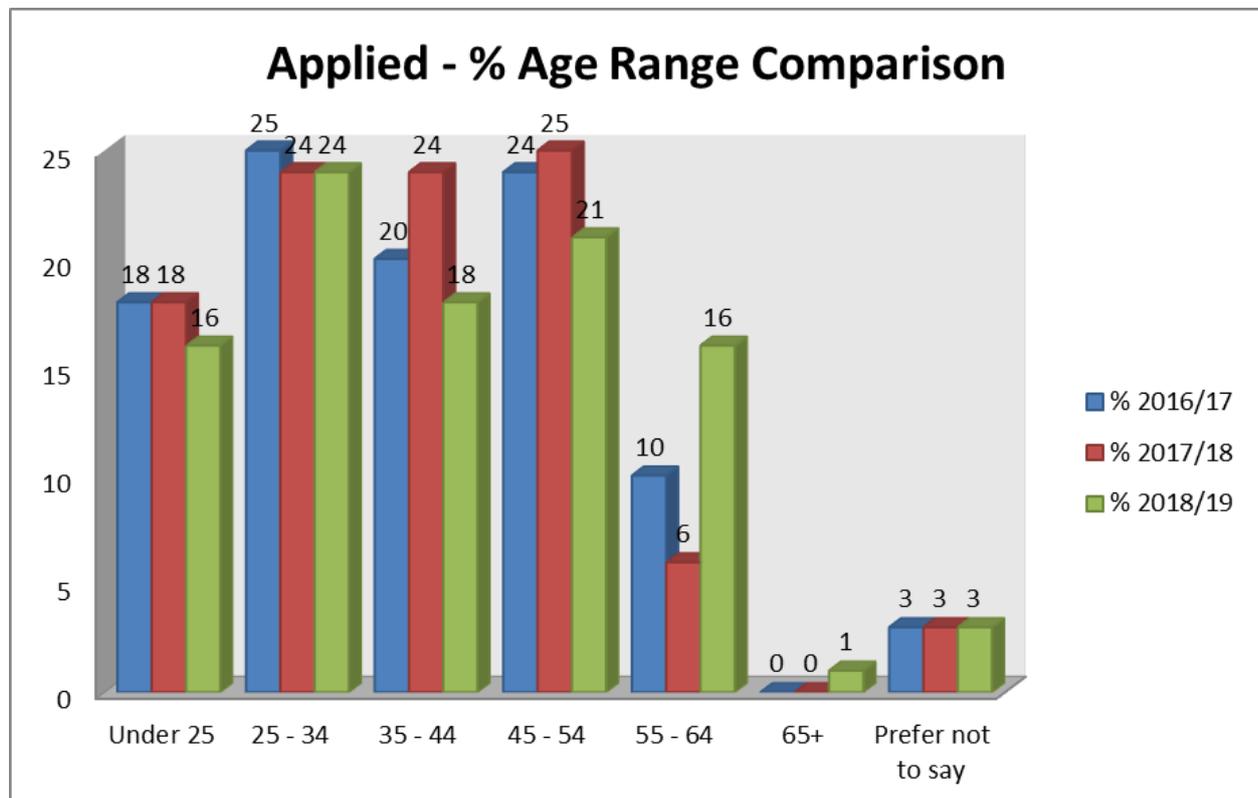
Data was taken from the recruitment module of the HR database and includes data collected through our e-recruitment platform. QRS hourly paid associates were not included in the data collection. All our vacancies that are advertised externally are advertised internally.

The data reported as 'preferred not to say', is skewed slightly by campaigns where CVs were accepted and Equality and Diversity data was not captured at the time.

### Age

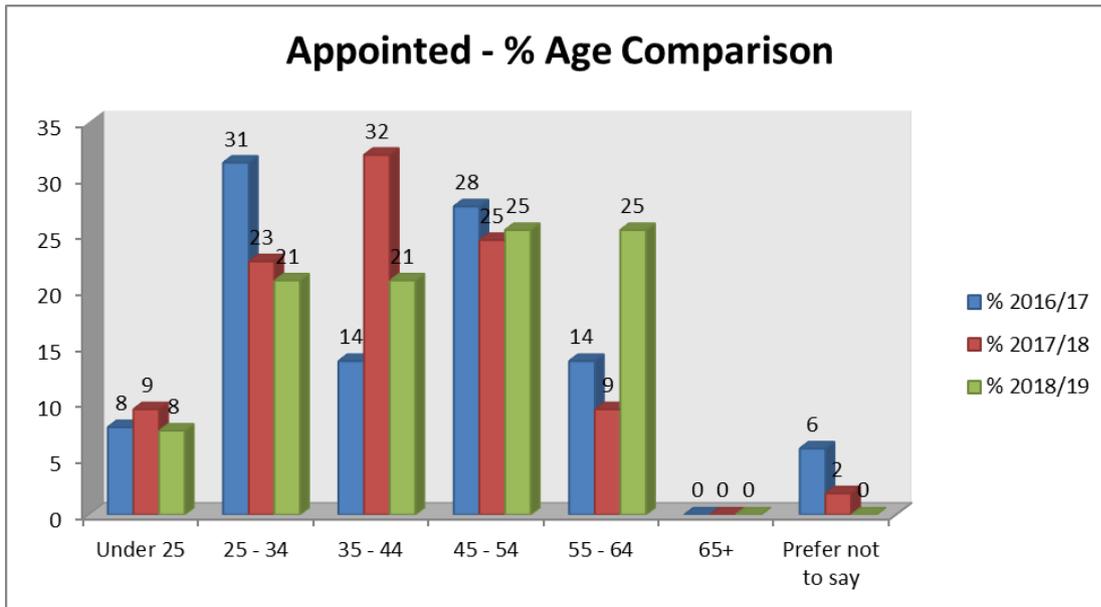
**Figure 18** shows a fairly even distribution of ages within our field of applicants for 2018/19. However, the percentage of applicants aged between 55 and 64 increased by 10% suggesting a slightly older candidate profile.

**Figure 18**



**Figure 19** shows that we have appointed a lower percentage of applicants aged under 34 over the past 2 years, which suggests our aim to reduce the age profile of our staff to support a student first ethos was not achieved again this year. We appointed a higher percentage than the percentage who applied in the age brackets 35 through to 64.

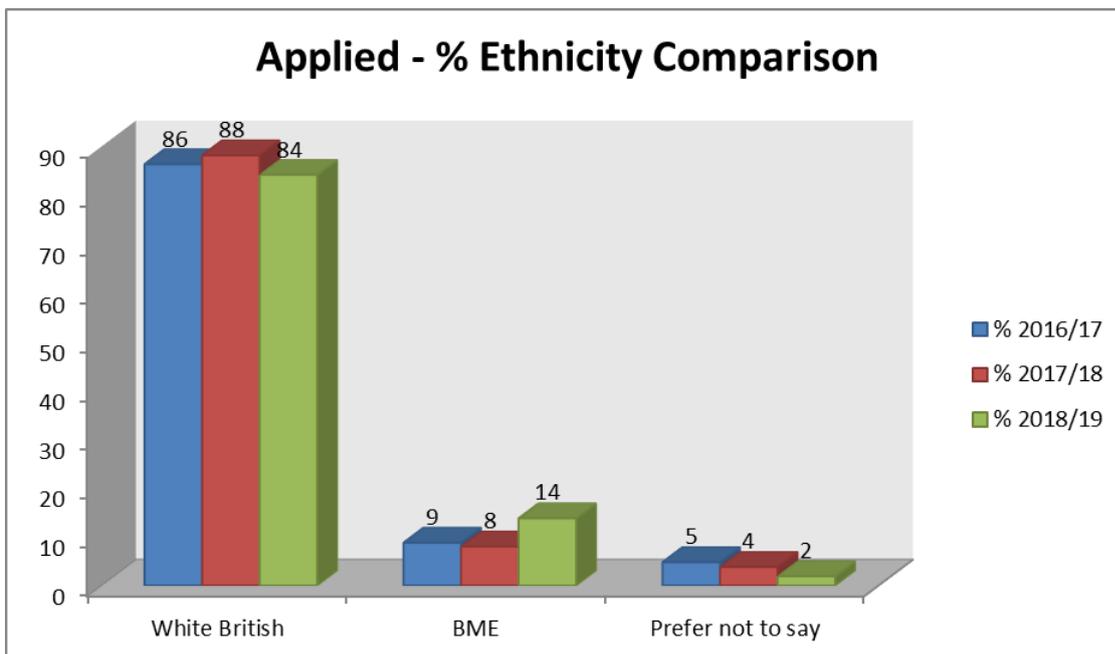
**Figure 19**



**Ethnicity**

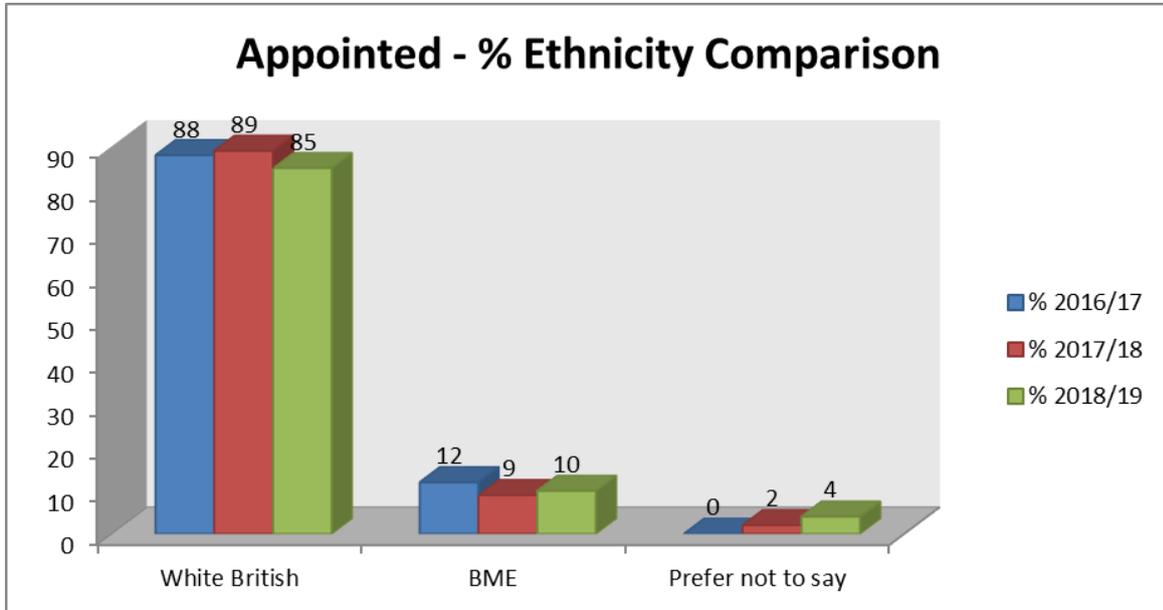
**Figure 20** table shows a significant majority of applications were from White British, with a slightly higher percentage of applications from BME candidates to the last reporting period.

**Figure 20**



**Figure 21** shows a slight increase in the appointment of BME candidates in relation to the last reporting period suggests there is no reason to suspect any discrimination. 10% compares favourably to the 6 % of BME in our staff profile for the same reporting period 2018/19.

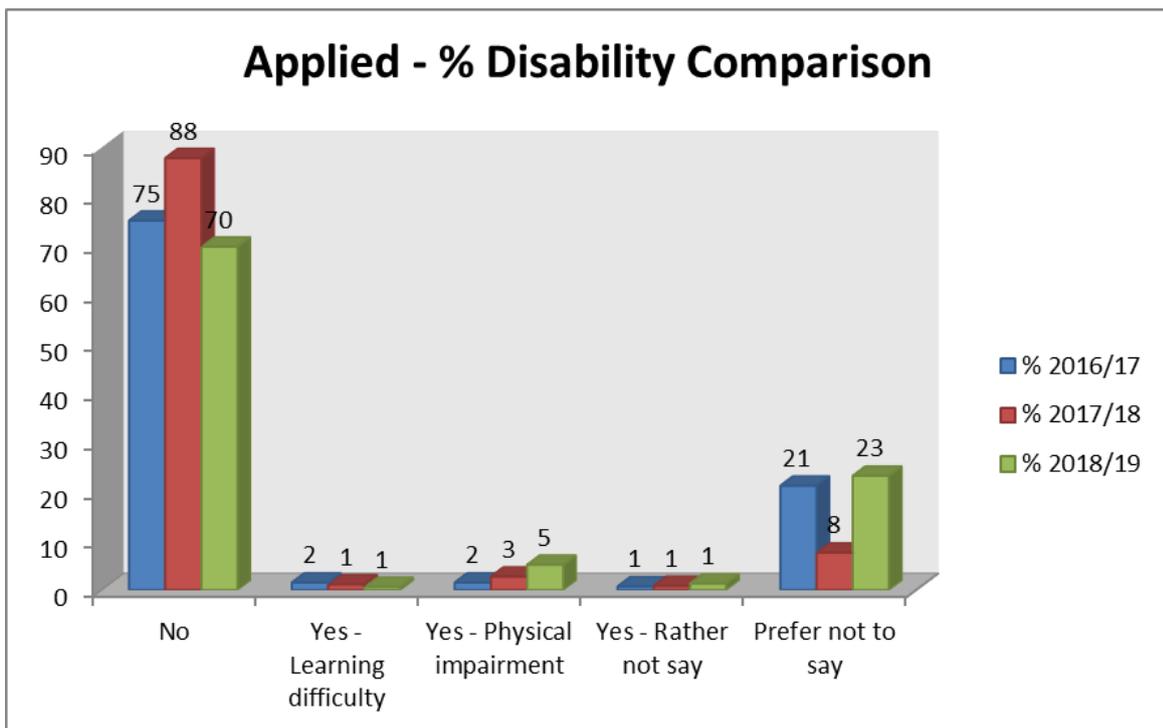
**Figure 21**



**Disability**

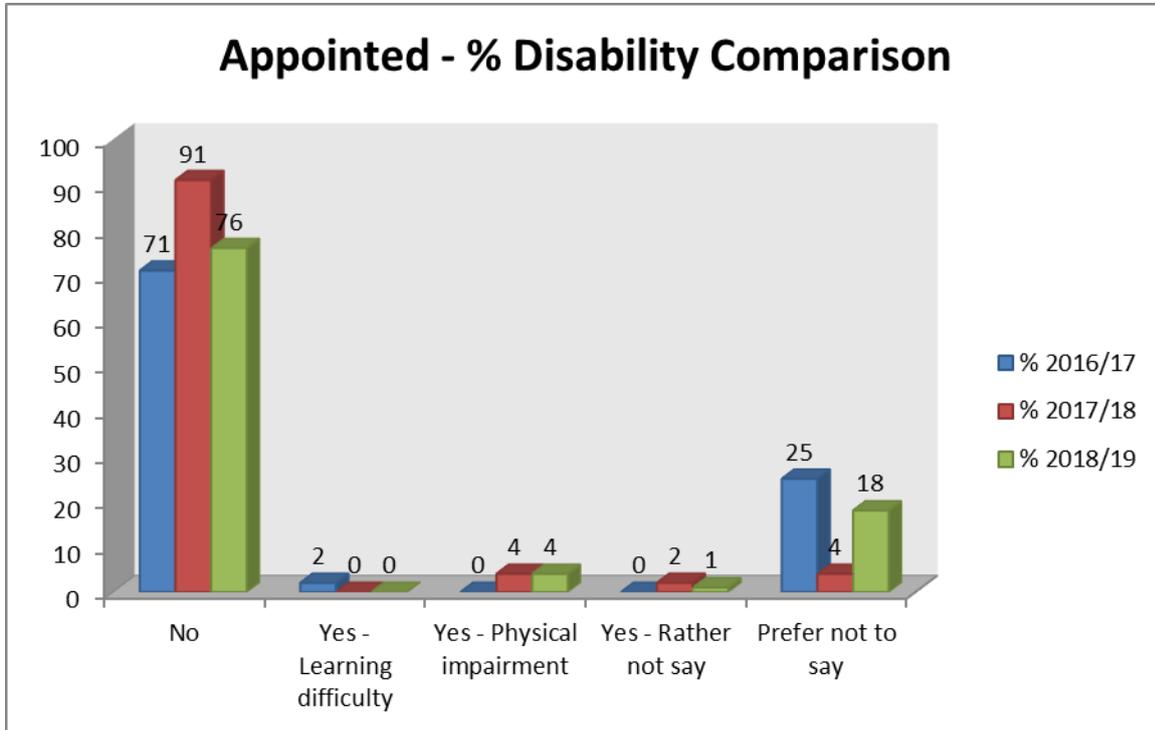
**Figure 22** shows the majority of applicants declared no disability, although this is down by 18% from the previous reporting period. The data for those who preferred not to say, is skewed slightly by applications made by CVs where data was not captured.

**Figure 22**



**Figure 23** shows a very similar profile of those who were appointed in the reporting period to those who were invited to interview. This suggests neither positive nor negative influence when making selection decisions.

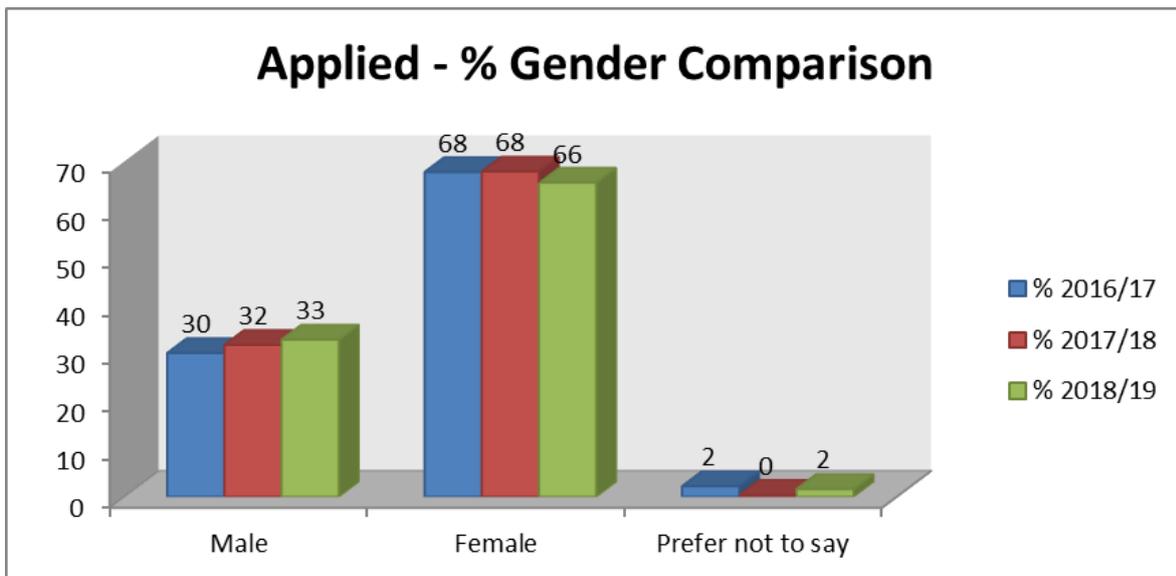
**Figure 23**



**Gender**

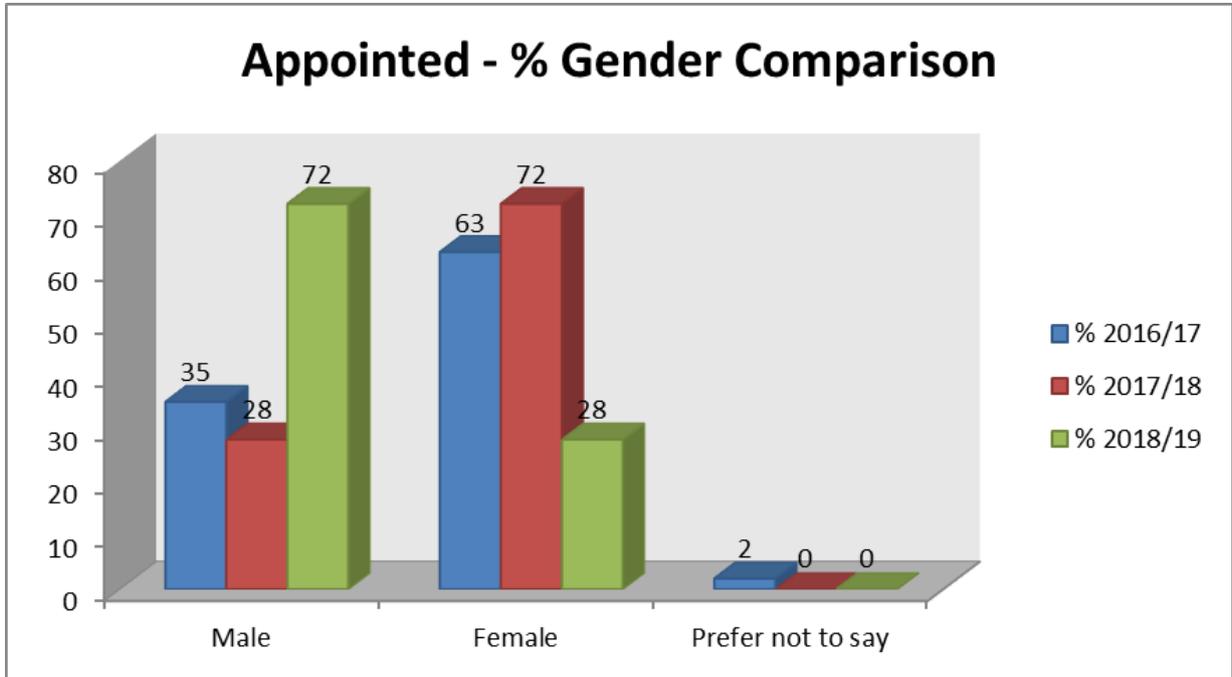
**Figure 24** shows that the gender profile of our applicants is balanced with the ratio of 67% to 33% within our workforce profile for the same reporting period a trend which continues.

**Figure 24**



Of those appointed, **Figure 25** shows that the ratio of females to males appointed was in direct contrast to the ratio of those who applied and to the ratio of our workforce. This is possibly the start of evening the gender balance of our workforce profile.

**Figure 25**



We continue to monitor advertising opportunities in order to target ethnic minority groups and have maintained the interest, but are restricted by costs. Through the recruitment process we look to ensure that there is no discrimination; one means of checking is through the analysis of annual Equality and Diversity data contained in this report.