

## Executive Summary

### Staff Equality Monitoring Report 2017-18

This staffing data is in comparison to that reported in the Mainstreaming Report published in 2017 which referenced data to 2015-16. The report supports the College obligations to publish staff equality monitoring data as part of the Public Sector Equality Duty under The Equality Act 2010. This data will be published annually.

The data in section 1 reflects the publishing cycle required by the Act and includes staff information for annual period 01 April to 31 March over two years, 01 April 2016 to 31 March 2017 and 01 April 2017 to 31 March 2018.

The report shows the following changes:

- An increase in female staff at grade 8
- A slight increase of staff of a minority ethnic background, 0.3%%
- An increase in staff disclosing a disability, 3.3%
- An increase in LGBT+, 0.3% with a reduction of 5% in those who prefer not to disclose their sexual orientation
- There has been a continual improvement in disclosure rates across most of the protected characteristics

It is clear from the data that the College requires to focus on the following areas, these include:

- Attracting male and females into non-traditional roles
- The percentage of Minority Ethnic staff is 3.5% which compares favourably with the Further Education Sector but unfavourably with the National 2011 Census
- The College is attracting Minority Ethnic candidates and candidates are being successful however it is not attracting Minority Ethnic candidates for higher graded posts
- The percentage of staff who 'prefer not to answer' is still high in relation to some protected characteristics including Sexual Orientation, Disability and Religion and Belief however these percentages have reduced since the last report

### Introduction

The Staff Equality Monitoring Report allows the College to have a standard base for all staff equality information across the organisation. The report meets one of the College obligations under The Equality Act 2010.

## Structure

This report has been structured into three sections.

Section 1 provides a whole College overview by the protected characteristics for staff employed between 31 March 2016 and 01 April 2018, it includes:

- any movement in terms of increases or decreases in the profile of the workforce; and
- a breakdown of protected characteristics by staff category.

Section 2 provides a snap shot of the College staffing profile at 01 April 2018 and compares this to the snapshot taken at 28 February 2017.

The College headcount has consistently decreased over a three year period to meet efficiency savings as required by budgetary constraints. The headcount for each period was:

- 01 April 2015 to 31 March 2016 – 699 staff
- 01 April 2016 to 31 March 2017 – 674 staff
- 01 April 2017 to 31 March 2018 – 633 staff

## Section 1

College Overview of Protected Characteristics - 01 April 2016 to 31 March 2017 and 01 April 2017 to 31 March 2018

### Sex

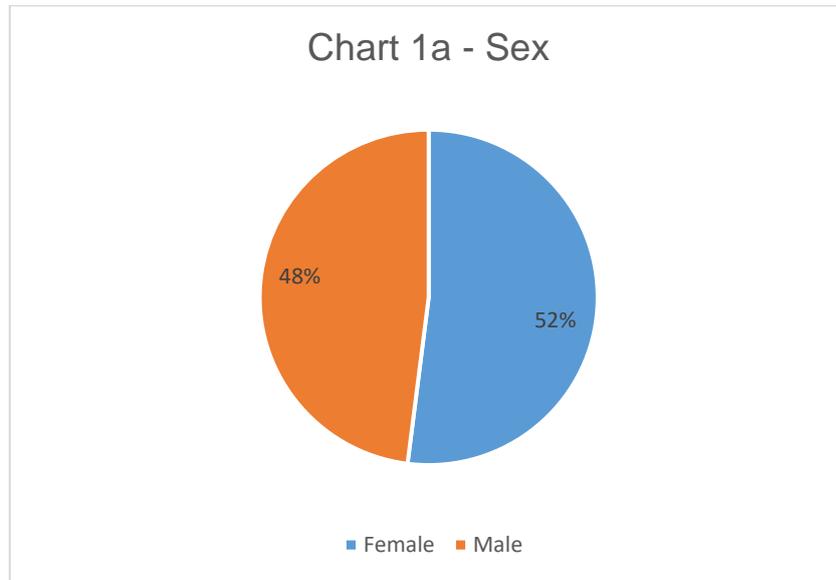
Table 1 shows that there has been little fluctuation in the gender make up of the College workforce since 01 April 2015.

**Table 1 – Gender Breakdown since 01 April 2015**

	<b>01.04.15 - 31.03.16</b>	<b>01.04.16 - 31.01.17</b>	<b>01.04.17 - 31.03.18</b>
Female	52%	52%	52%
Male	48%	48%	48%
Female FT	47%	44%	46%
Male FT	67%	64%	66%
Female PT	32%	37%	32%
Male PT	20%	21%	18%
Female - Fixed Term	21%	19%	21%
Male - Fixed term	13%	15%	16%

The breakdown by gender for period 01 April 2017 to 31 March 2018 is shown in Chart 1a below. The College employed a higher percentage of female staff. The Scottish Funding Council (SFC) published figures for the Further Education Sector in their report titled College

Staffing Data 2017-18<sup>1</sup>. The Further Education Sector employed a higher percentage of female staff at 61% for session 2017/18.



## Sex – Contract Status

### Full-time, Part-time and Fixed-term

Chart 1b shows that just under half of College staff work part-time, either on a permanent contract or on a fixed-term contract. The number of full-time staff has remained fairly static over the past two years. The number of staff on a part-time contract has increased (2%). The number of staff on a fixed-term contract has increased (2%).

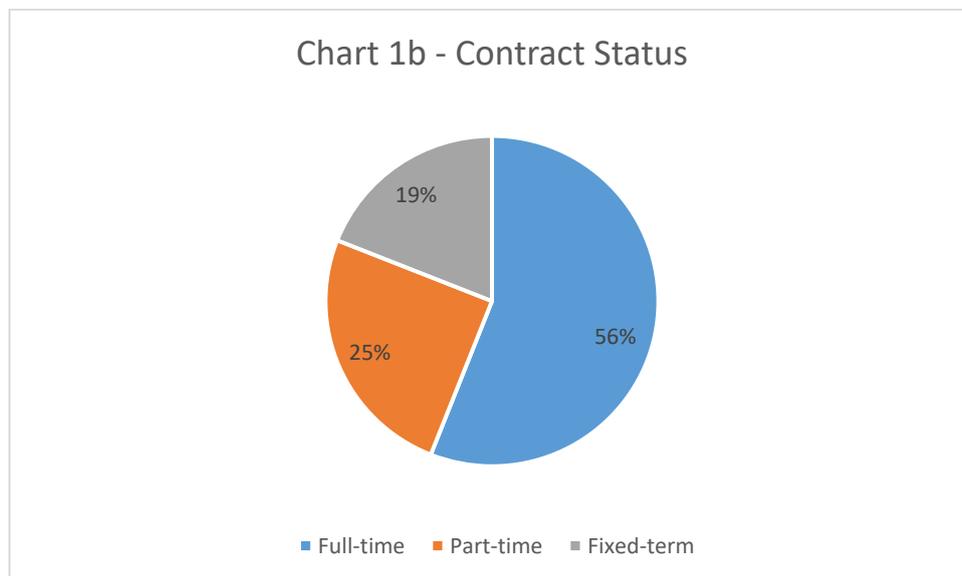


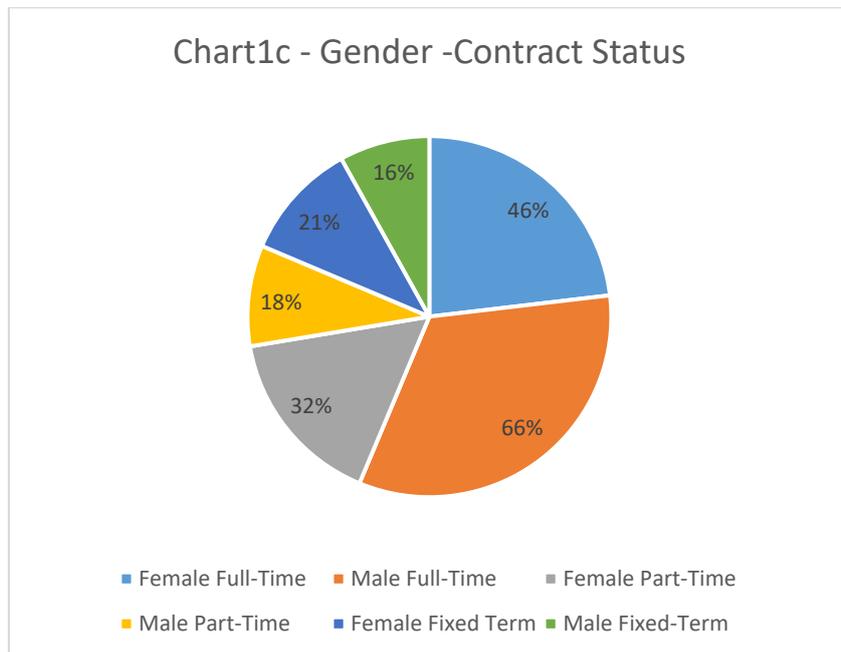
Chart 1c shows the gender profile broken down into contract type for all staff over the past two years shows that there has been:

- an increase in full-time staff, male and female, +2%

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<sup>1</sup> College Staffing Data 2017-18, SFC Statistical Publication

- a decrease in part-time staff, female, -3% and male -2%
- an increase in staff on a fixed-term contract, female +3% and male 1%



## Race

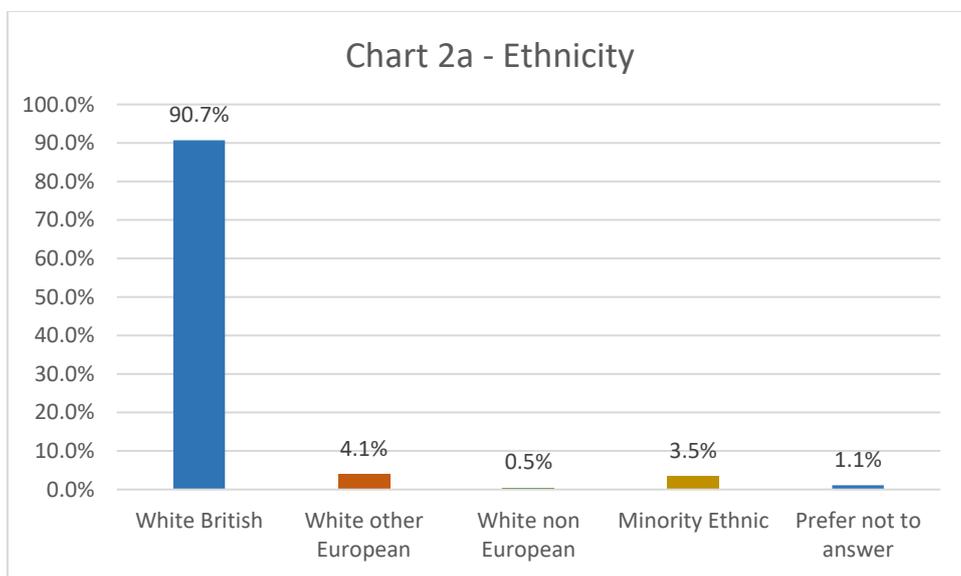
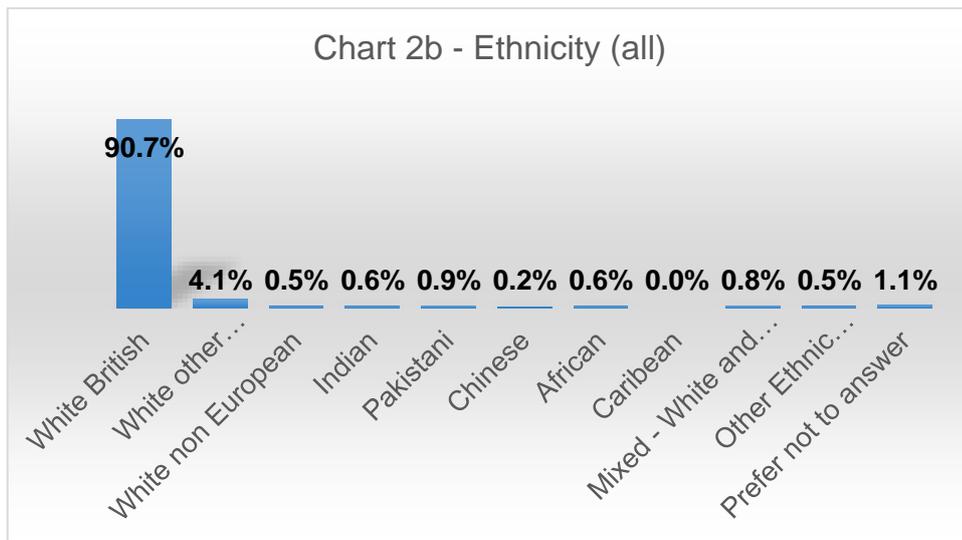


Chart 2a shows that 3.5% of College are from a Minority Ethnic background (increase slightly from 3.1% from the previous year). This is higher than the percentage reported by the SFC in their report which shows the percentage of minority ethnic staff in the Scottish Further Education Sector as 2.1%. The percentage for the College is lower than the Scottish National average from the 2011 census (4%) and the Glasgow City average from the same census (11.6%).

The full ethnic breakdown is provided for information in Chart 2b.



The ethnicity of the College staff profile has seen the following changes in the past two years:

- White British - +2%
- Overall increase in minority ethnic – 0.4%
- White other European - +0.1%
- White Non-European – static
- Minority ethnic - +0.2%

The College has focused on promoting race equality to encourage existing staff and new entrants to disclose their ethnic origin. The percentage of individuals who prefer not to answer has decreased by 3%.

### Disability

Chart 3a below shows that 6.6% of College staff disclosed a disability. This is higher than the percentage reported for the SFC at 5.9%. This is a slight increase from the figure reported in 2016, +0.2%. Staff stating 'no' indicating that they do not have a disability decreased by 4%. The prefer not to answer category increased by 3.8%.

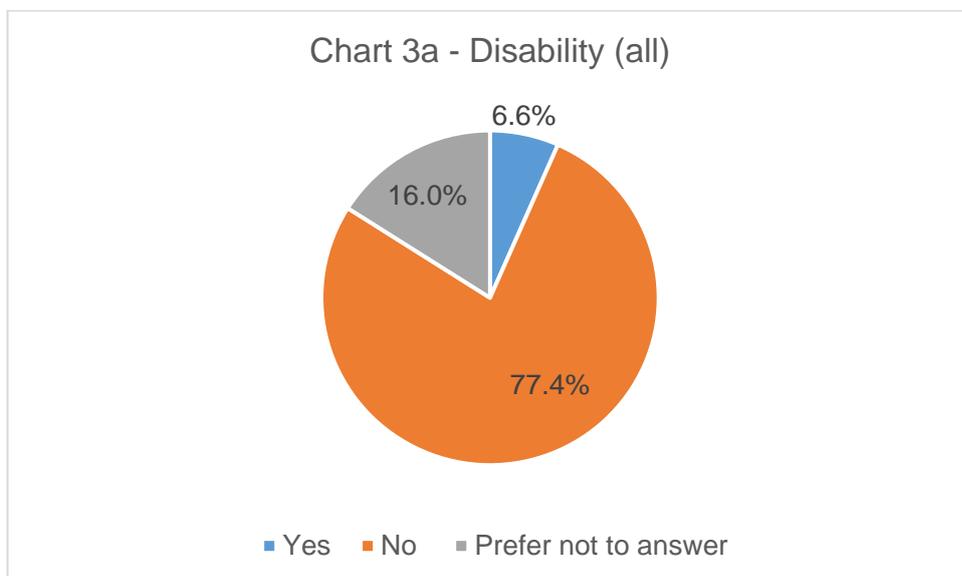
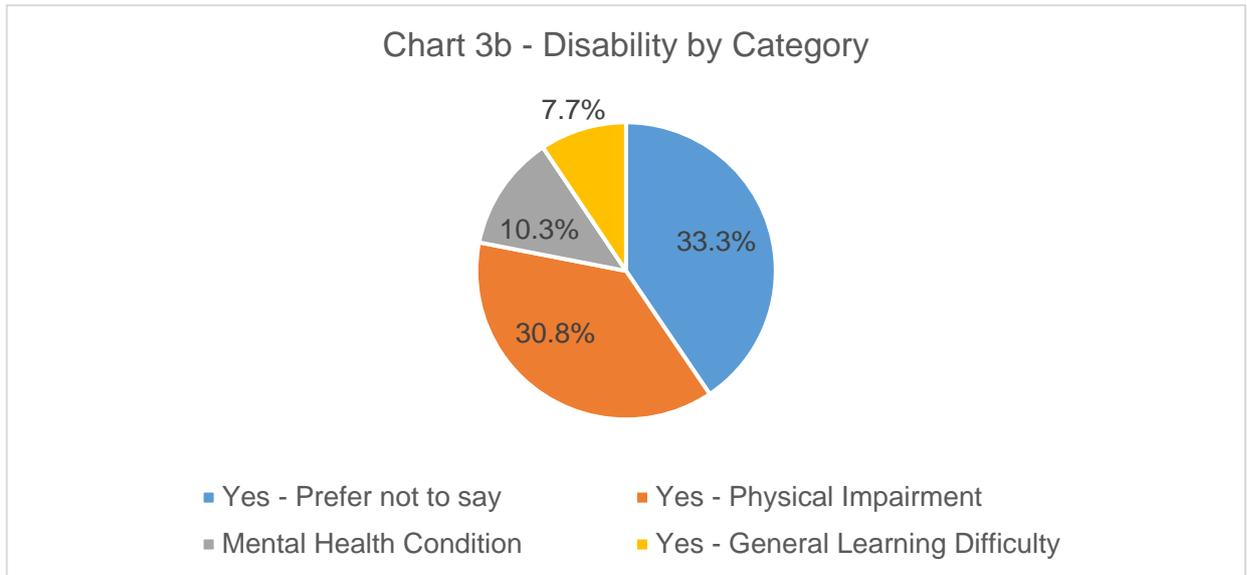


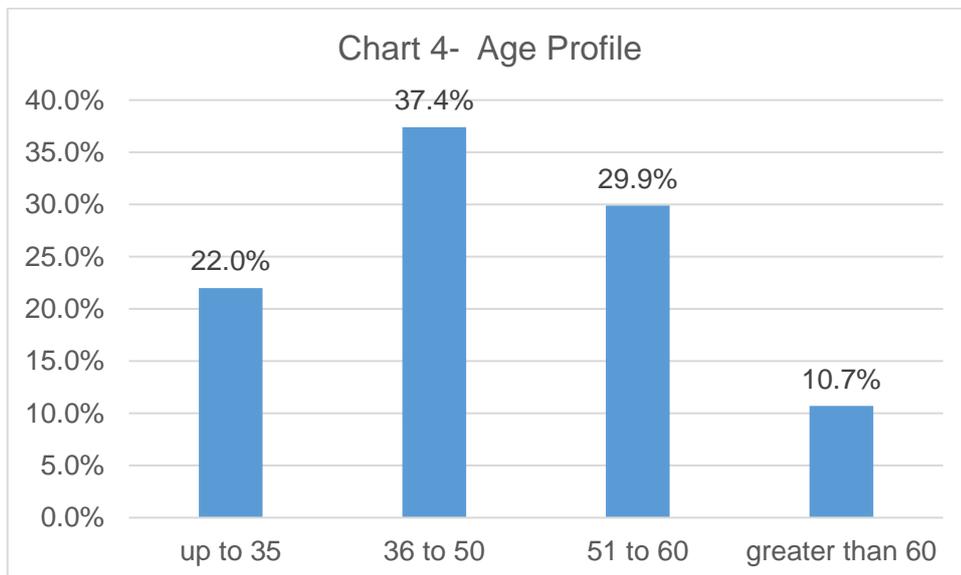
Chart 3b below breaks down the category of disability as disclosed by staff to the College.



### Age

The College age profile is shown in Chart 4, this has changed across the age bands over the past two years:

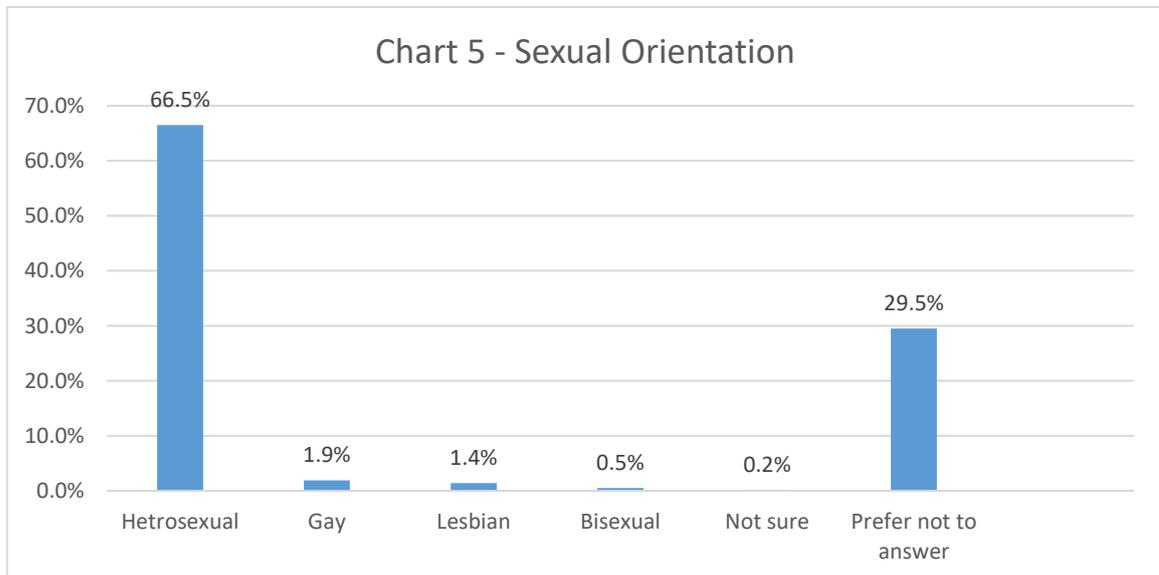
- Up to age 35 has seen an increase (1.5%)
- 36 to 50 has seen a decrease (1.5%)
- 51 to 60 has seen a decrease (2.1%)
- Greater than 60 has seen an increase (1.1%)



The 51 and over age group accounted for 40.6% of the overall staff which is lower than that reported by the SFC for 2017-18, (44%).

## Sexual Orientation

There has been a continual rise in the number of staff disclosing their sexual orientation, (+1.2%). The number of staff who prefer not to answer decreased by 5.1%.



## Gender Reassignment

The College is not aware of any member of staff who:

- has undergone, intends to undergo or are currently undergoing gender reassignment (medical and surgical treatment to alter the body); and
- does not intend to undergo medical treatment but wishes to live permanently in a different gender from their gender at birth.

During session 2017/18 the College consulted with staff and Trade Unions representatives on a number of policies, procedures and practices which impact on individuals who are transgender.

When developing policies during the consultation period, a number of changes were made. In summary, these included:

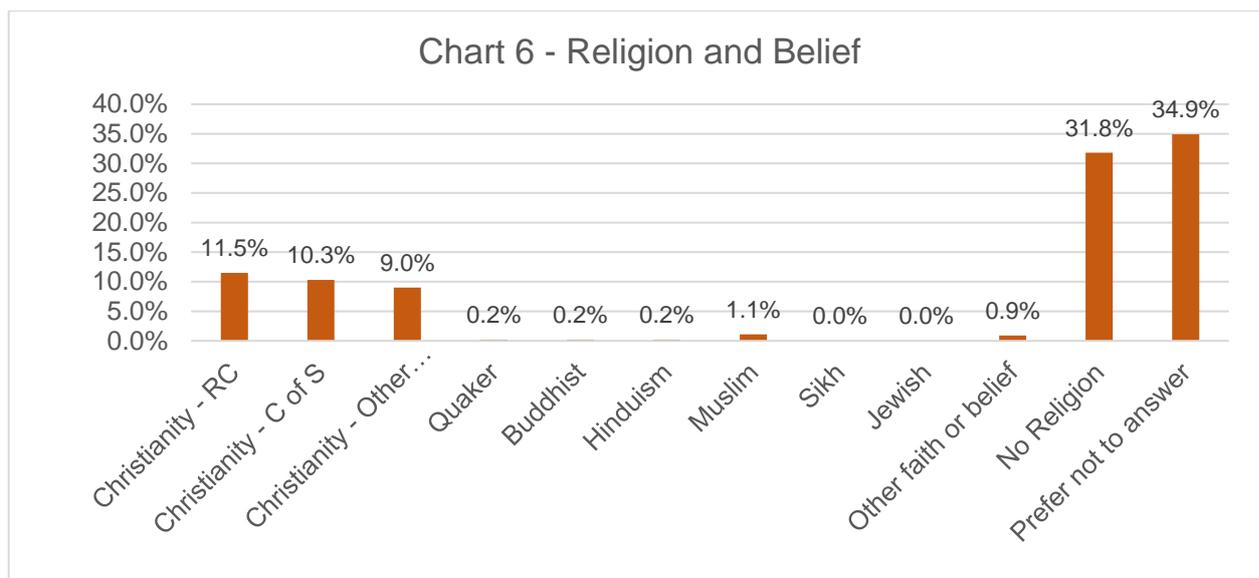
- special consideration of managing absence relating to disability, long-term illness, pregnancy or gender reassignment when trigger points for formal interviews reached; and
- special leave for appointments or treatment for disability, long-term illness or gender reassignment.

At the all staff conference in August 2018 the College worked in partnership with Scottish Trans Alliance to deliver awareness/sensitivity training. Staff attended an introduction to Trans awareness, focusing on language and terminology, equality and rights, and best practice for inclusion. The training was well attended with positive feedback from participants. The College has periodically produced articles and news stories regarding Trans in its weekly staff bulletin about the use of language and terminology, equality and rights and best practice for inclusion.

The College also introduced during session 2018/19 gender-neutral facilities after consultation with staff, learners and external stakeholders.

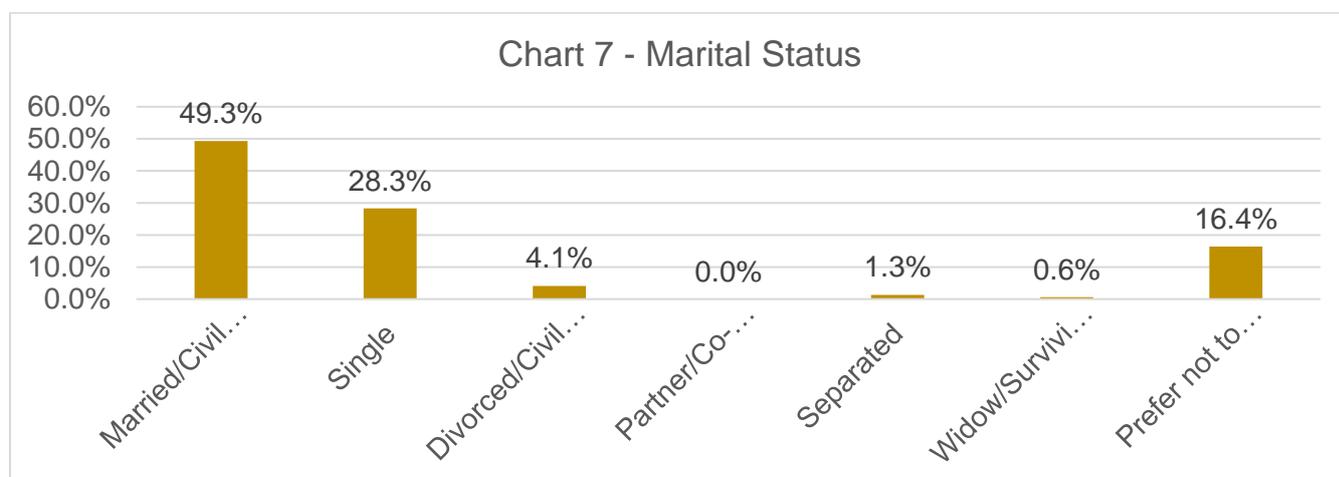
### Religion and Belief

The period 2017/18 saw a slight rise in the percentage of staff stating that they are Christian (all denominations) (0.7%). There was a decrease in the percentage of staff who preferred not to answer (-3.7%)



### Marital Status

Chart 7 shows a slight increase in married/civil partnership (0.4%) and a slight decrease in single staff (0.6%) in the past two years. None of the staff cited partner/co-habiting during period with the percentage previously reported as 2.6%. The number of staff who preferred not to answer increased by 3%.

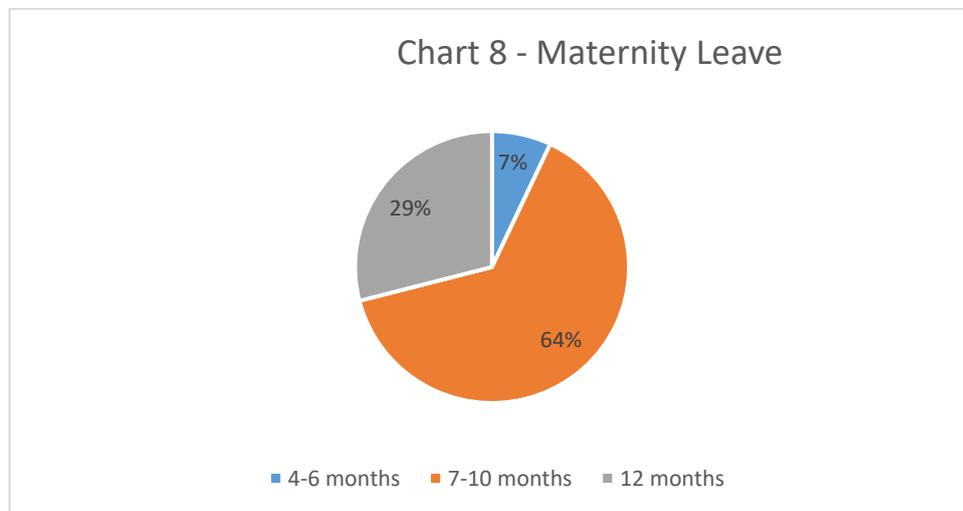


## Maternity Leave

All 14 staff returned to their previous role from their period of maternity leave. Of the staff who returned 29% requested a reduction in hours under the Family Friendly and Flexible Working Policy, all of these requests were granted.

Of the maternity periods a higher percentage of staff took between 7 and 10 months of the entitlement before returning to work. A small percentage (7%) took between 4 and 6 months and 29% took the full period of 12 months.

In comparison at the previous reporting period, 01 April 2017, 21 staff took a period of maternity leave and all returned to their previous role. The percentage of staff taking leave between 7 and 10 months (48%) and the 12 months (43%) was fairly even, however 7 to 10 months remained the preferred option.



## Section 2 - Staffing Profile at 01 April 2018

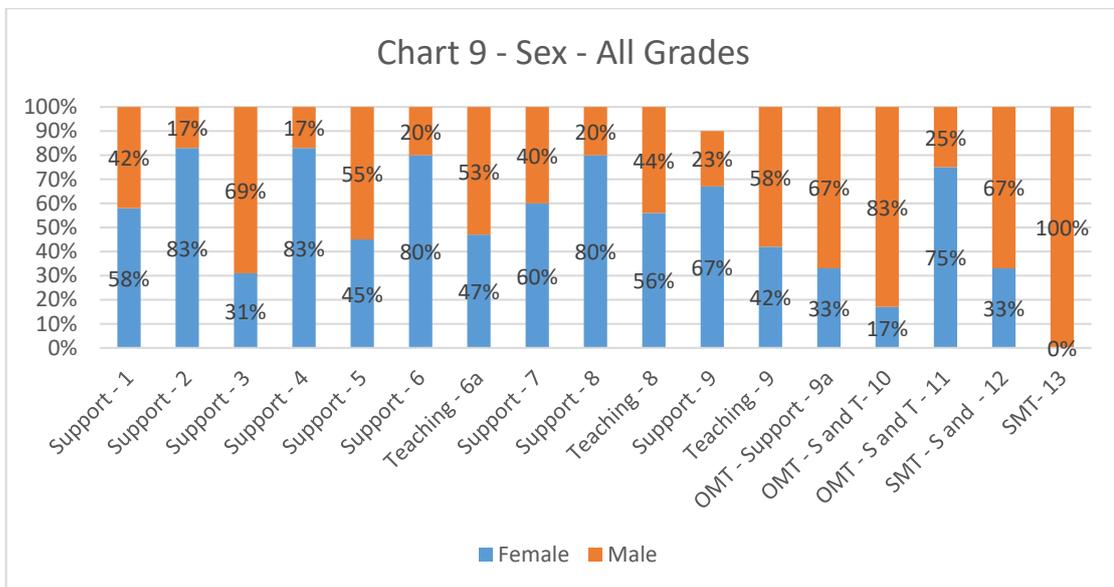
The following section provides a snap shot of the College staffing profile at 01 April 2018 in comparison to its profile at 28 February 2017. At 01 April 2018 the College employed 580 staff.

### Gender

Chart 9 shows the gender breakdown across the grading structure for all categories of staff - management, teaching and support staff. The data shows:

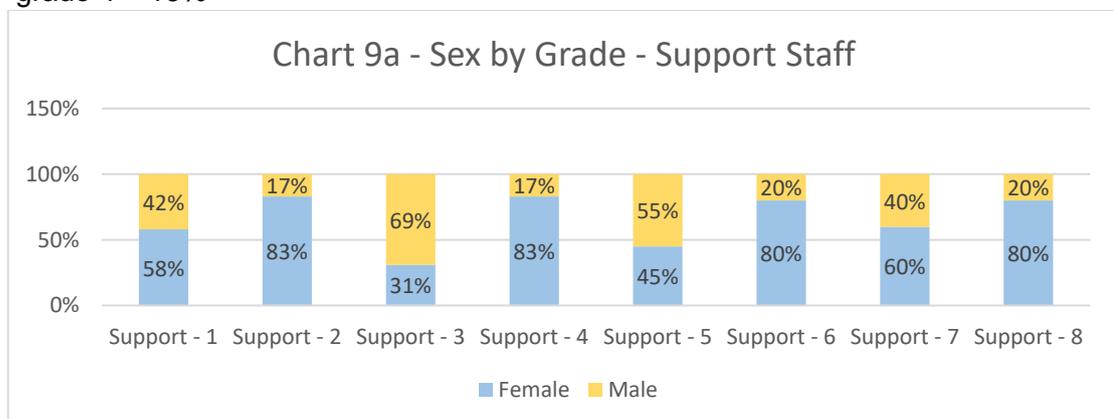
- a fairly even gender balance at grades: 1, 5, 6a, 7, Teaching 8 and Teaching 9;
- a balance more in favour of female at grades: 2, 4, 6, 8, 9 and 11;
- a balance more in favour of male at grades: 3, 9a, 10, 12 and 13.

The percentage of male staff is greater at grade 9a and above with the exception of grade 11. The grading structure is further analysed in Charts 9a to 9c by staff category.



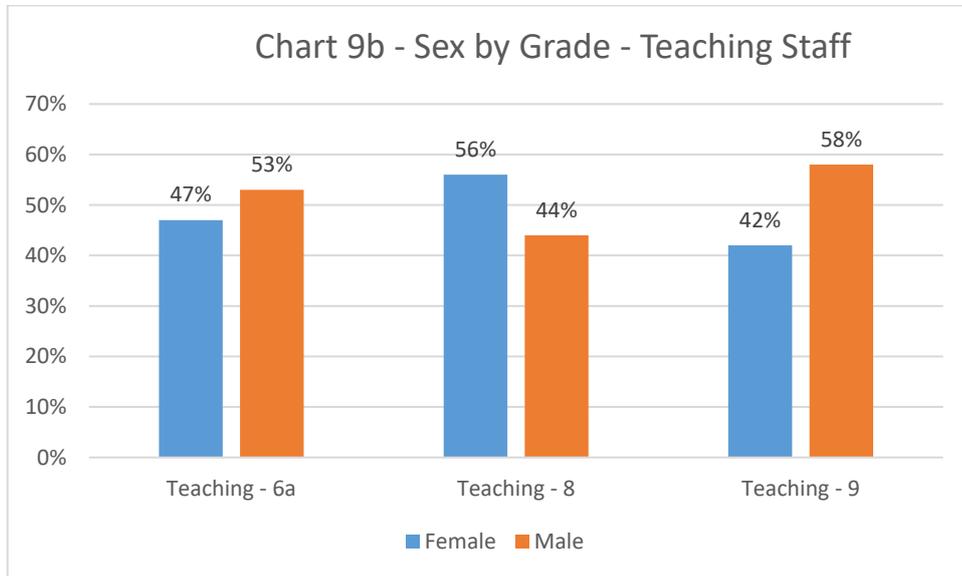
The main changes in terms of gender balance within the support staff grading structure demonstrated in Chart 9a, include an increase of 5% or more in females at:

- grade 1 – 8%
- grade 3 – 10%
- grade 4 – 16%
- grade 7 – 10%
- grade 8 – 5%

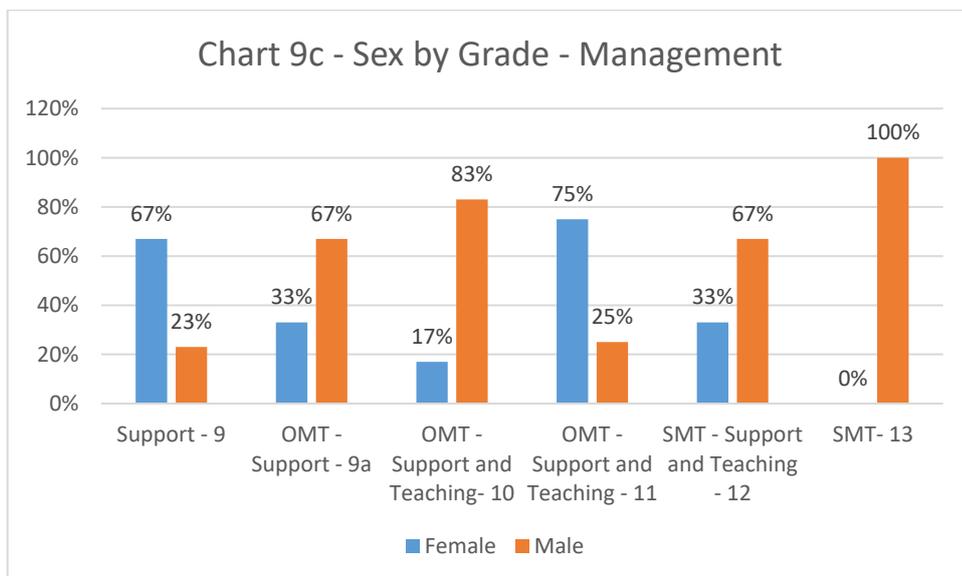


The main changes in terms of gender balance within the teaching staff grading structure is shown in Chart 9b, these include:

- grade 8 – an increase of 10% in female staff
- grade 9 – an decrease of 16% in female staff

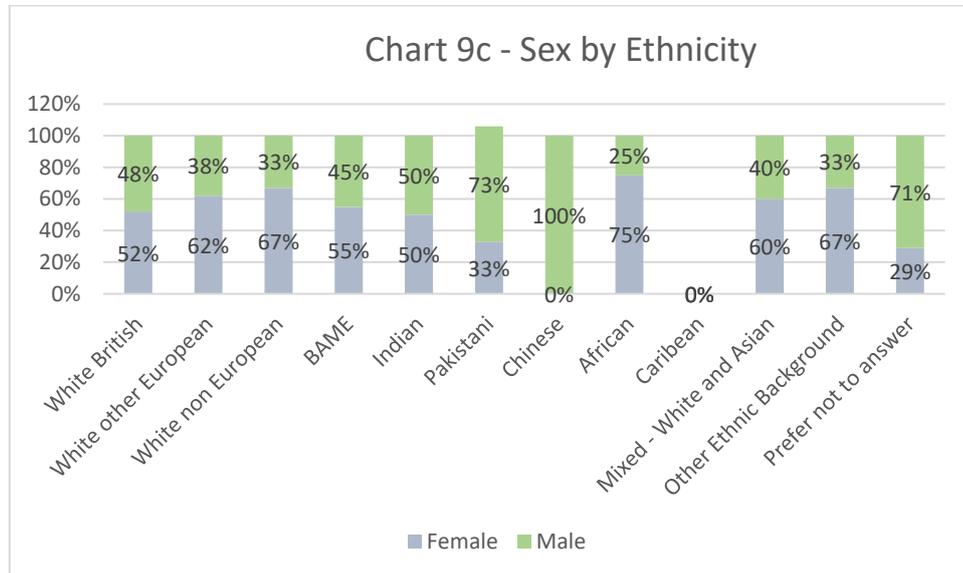


The main change within the operational and senior management structure is within support grade 9 where the percentage of female staff decreased by 17% however it should be noted that support grade 9a was created which accounts for the reduction. There has been little fluctuation in the gender balance at grades 10 to 13.



## By Ethnicity

Chart 9c shows the gender balance in terms of ethnic origins is fairly equally represented with the exception of Pakistani, (73% male), Chinese (100% male) and African (75% female). More males chose the option prefer not to answer.

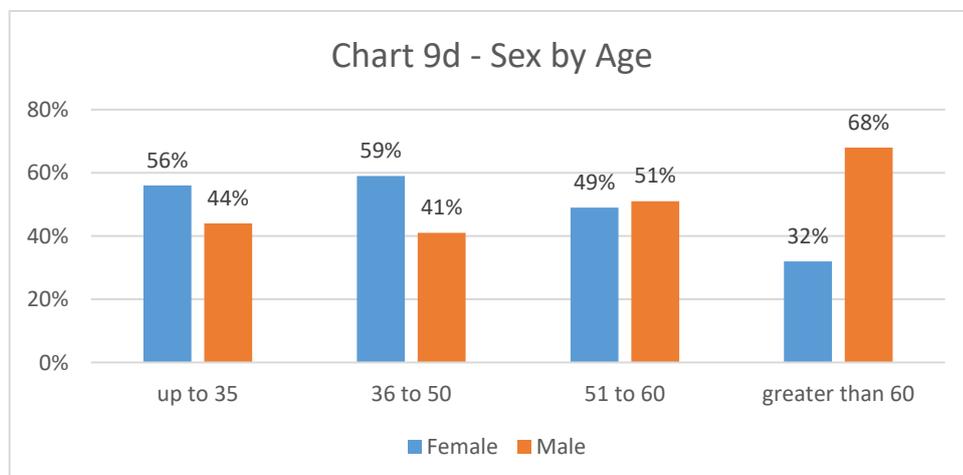


The main changes in terms of gender balance by Race include:

- White Other European - 8% increase in female
- Minority ethnic - 17% increase in female
- Indian – 25% increase in female
- Pakistani – 11% increase in male
- Caribbean – 100% decrease in male
- Prefer not to Answer – decrease of 30% female

## By Age

Chart 9d shows the gender balance by age, the age bands are fairly well balanced with the exception of the band 'greater than 60' where there is a higher percentage of males.



## Sex across Support Grades

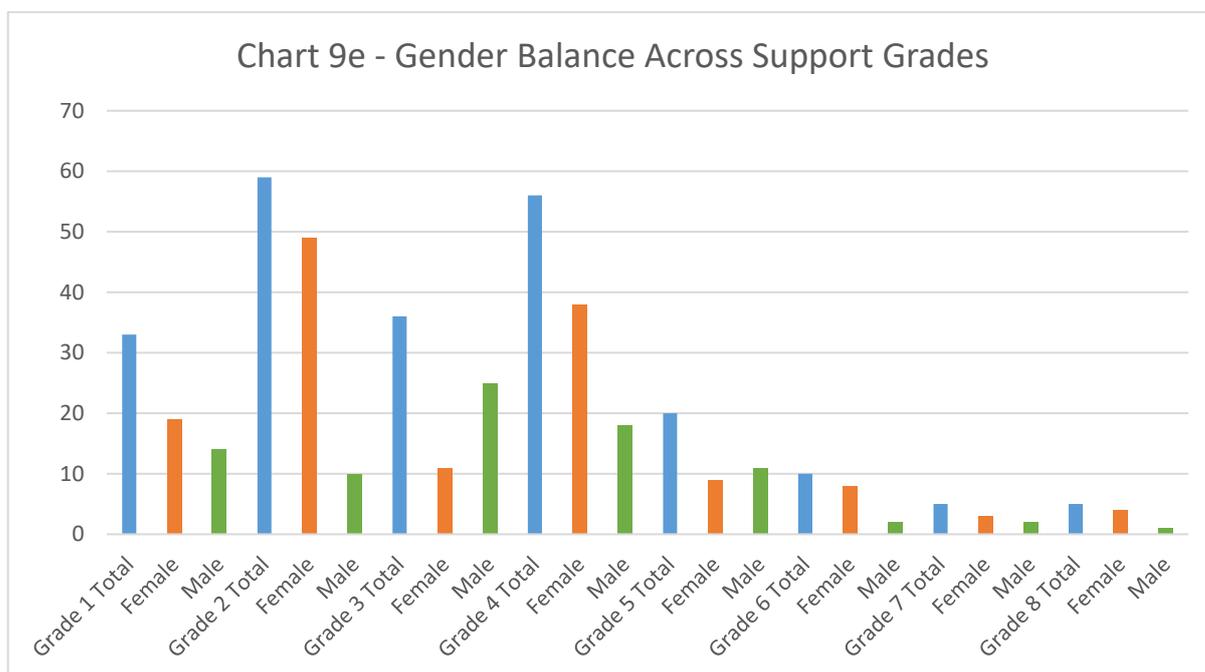


Chart 9e shows that there appears to be an uneven distribution of males and females within certain grades of the support staffing structure. These include the following grades, excluding areas where there are a limited number of posts:

- Grade 2 – there is a higher concentration of female staff, this grade covers administrative based roles;
- Grade 3 – there is a higher concentration of male staff, this grade covers mainly technical roles, whilst there are a number of females in technical roles males are in the majority;
- Grade 4 – there is a higher concentration of females, this grade covers administrative and professional roles with a high level of part-time roles due to the nature of the work involved;
- Grade 6 – there is a higher concentration of females, this grade covers financial and student support roles such as guidance; and
- Grade 8 – there is a higher concentration of females, this grade covers heads of departments.

The above breakdown is similar to that reported in 28 February 2017 with the addition of grade 8 which now features more females than males.

## Curriculum Areas - Gender Balance

Charts 10a to 10d illustrates the gender balance for teaching staff and promoted teaching staff broken down by Faculty and Subject Area. The data shows no change to the gender balance across 16 of the 32 subject areas however there has been no, or limited, turnover in these areas. Of the 32 subject areas 24 have both genders albeit there is a higher concentration of one gender or the other.

Key points taken from the data with regards to the gender balance within the curriculum include:

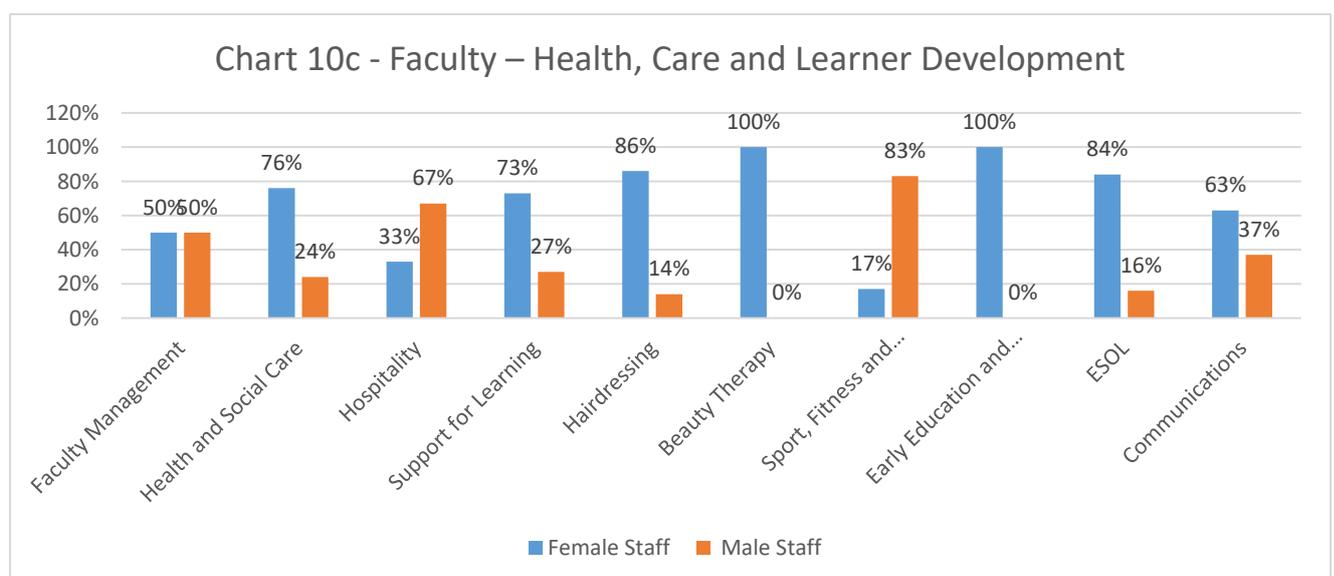
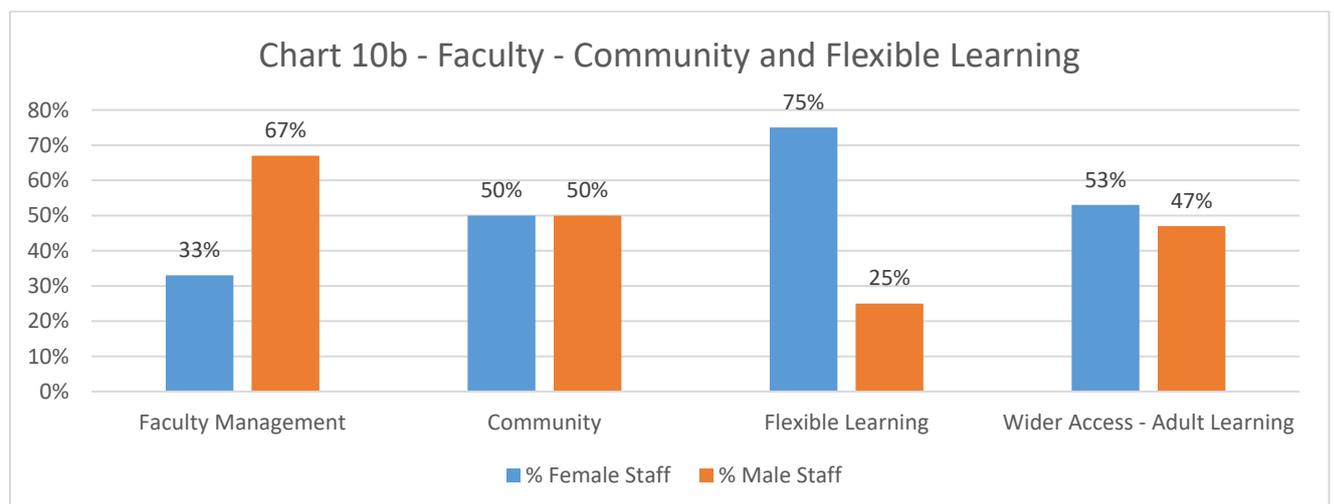
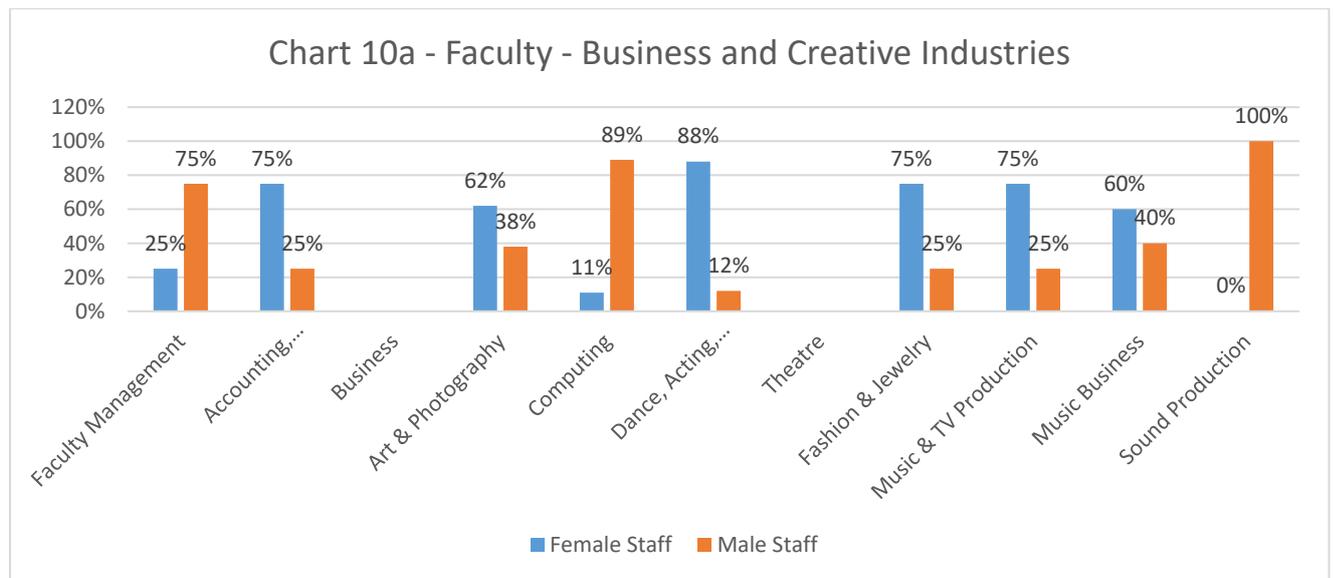
- a more even gender balance can be found in subject areas such as Science, Community Learning, Wider Access – Adult Learning, Music Business; Art and Photography, Mathematics and Communications (approx. 40% to 60% split either in favour of female or male);
- there is a higher concentration of females in subject areas such as Accounting, Administration and Business, Dance, Acting, Performance and Music Theatre, Fashion and Jewelry, Music and TV Production, Flexible Learning, Health and Social Care, Support for Learning, Hairdressing and ESOL;
- there is a higher concentration of males in subject areas such as Computing, Hospitality, Sport, Fitness and Outdoor Education and Carpentry and Joinery; and
- some subject areas have only one gender or the other:
  - male – Auto and Construction Plant, Brickwork, Painting, Decorating and Plastering, Electrical; Civil Engineering, Mechanical Engineering; Plumbing, Renewables and Schools, Refrigeration, Air Conditioning and Heating, Service, Maintenance and Electrical and Sound Production; and
  - female – Beauty Therapy and Early Education and Childcare.

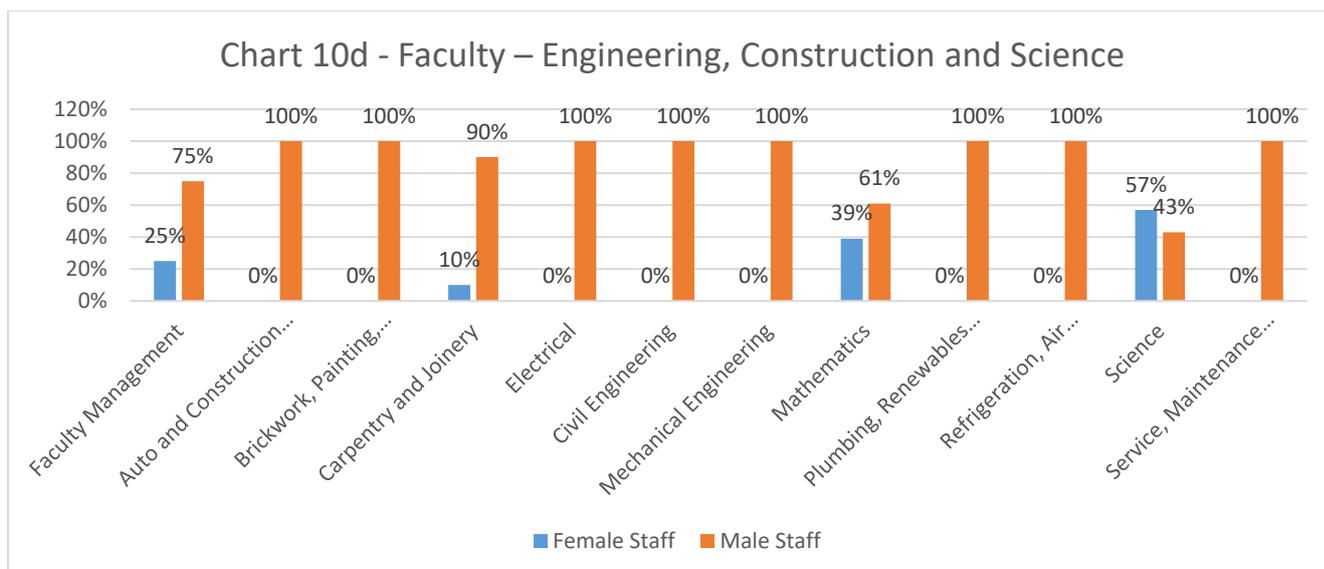
The College has been successful in attracting staff into non-traditional areas and the majority of subject areas have both genders represented. It has been successful in attracting and retaining a female member of staff into the subject area of Construction, a male into Hairdressing and it has achieved a good gender balance in the subject area of Science. However in some subject areas it remains a challenge for the College to attract males and females as outlined above.

In order to attract staff into non-traditional areas and challenge the gender norms and stereotyping the College continues to:

- promote itself as an employer of choice through an effective recruitment strategy;
- offer attractive terms and conditions, including policies and procedures which provide the ability to balance a career with family commitments;
- offer appropriate professional learning and development to all staff regardless of contract status or protected characteristics; and
- build and maintain partnerships with local schools, employers and industry to encourage males and females into jobs and careers which challenge the gender norms and stereotyping which may encourage future progression to roles in the College.

## Gender Breakdown across teaching Faculty





### Recruitment by Applications and Successful Applications

Table 2 shows that the College received a higher percentage of applications from women in session 2017/18. This was also the case for session 2016/17.

Of the shortlisted applicants a higher percentage of women applied for a position. In considering the percentage of candidates who applied against the percentage who were shortlisted by gender there was a slightly higher percentage of women.

Of the candidates appointed in session 2017/18 the data shows that the gender balance was fairly even however, a higher percentage of women were successful for internal appointments and a higher percentage of men for external appointments. In comparison in session 2016/17 a greater percentage of women were appointed for both internal and external appointments.

**Table 2 - Breakdown of Recruitment Statistics for sessions 2016/17 and 2017/18 for comparison**

All Vacancies	Session 2016/17		Session 2017/18	
	Female (including trans woman)	Male (including trans man)	Female (including trans woman)	Male (including trans man)
All Applicants	61%	39%	55%	45%
All Shortlisted Applicants	62%	38%	57%	43%
Total Appointments	72%	28%	46%	54%
External Applicants	61%	39%	55%	45%
Internal Applicants	55%	45%	60%	40%
External Shortlisted Applicants	64%	36%	57%	43%
Internal Shortlisted Applicants	56%	44%	62%	38%
External Appointments	74%	26%	44%	56%
Internal Appointments	69%	31%	54%	46%

## Race

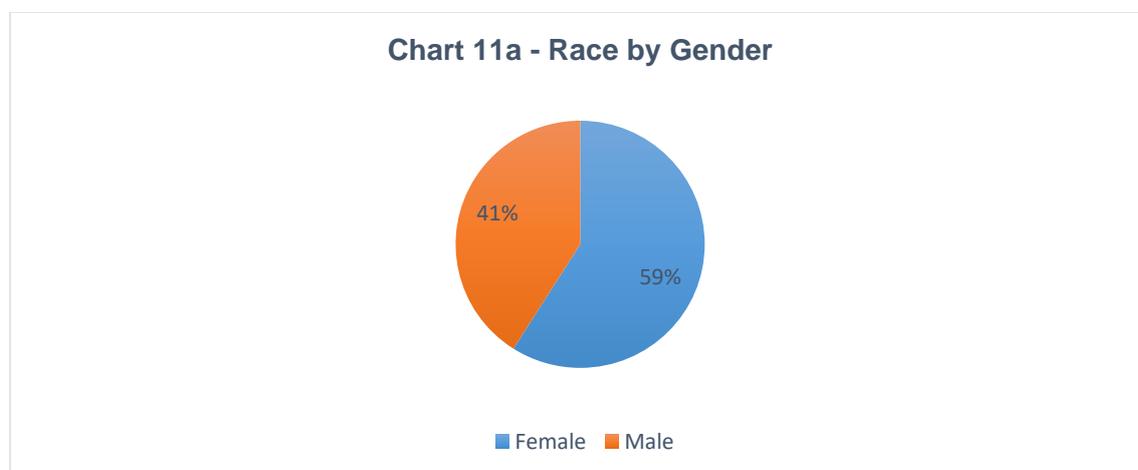
Table 3 below shows the percentage of staff by ethnic origin at 01 April 2018 in comparison to 28 February 2017 and 31 March 2015. The overall headcount for the College has continued to decrease.

The College has seen a slight rise in the number of minority ethnic staff during the period 01 February 2017 to 01 April 2018 of 0.5% and White Other European increase by 0.7%. During session 2016/17 the College under the Glasgow Regionalisation Outcome Agreement transferred a number of staff to City of Glasgow College and Glasgow Clyde College, this saw a number of minority ethnic staff leave College employment when the activity area in which they worked transferred.

**Table 3 - Minority Ethnic Staff employed at 01 April 2018 in comparison to 2017 and 2015**

Number of All Staff by headcount	580	561	671
	01.04.18	28.02.17	31.03.15
UK White	91.4%	93.2%	85.0%
White Other European	3.8%	3.1%	3.3%
White Non-European	0.3%	0.5%	4.0%
Minority Ethnic	3.5%	3.0%	3.0%
Indian	10.0%	12.5%	20.0%
Pakistani	30.0%	31.3%	35.0%
Chinese	5.0%	0.2%	5.0%
African	20.0%	12.5%	15.0%
Black Caribbean	0.0%	0.0%	5.0%
Any Mixed or Multiple Ethnic Group	30.0%	31.3%	0.0%
Other Ethnic Group	5.0%	6.3%	20.0%
Prefer not to answer	1.0%	0.2%	2.3%

Of the minority ethnic staff employed, 59% are female.



More than half of the minority ethnic staff are full-time and 86% are permanent members of staff.

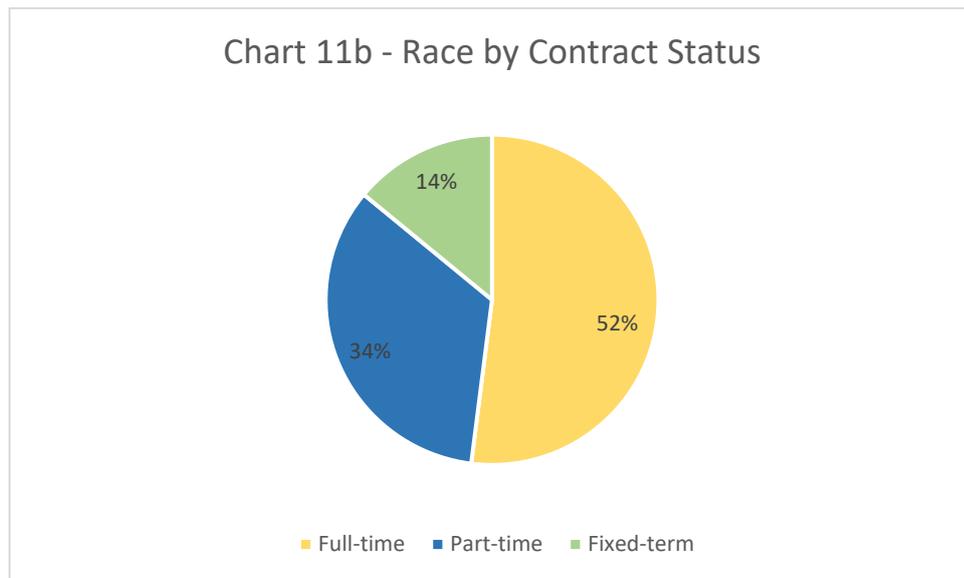
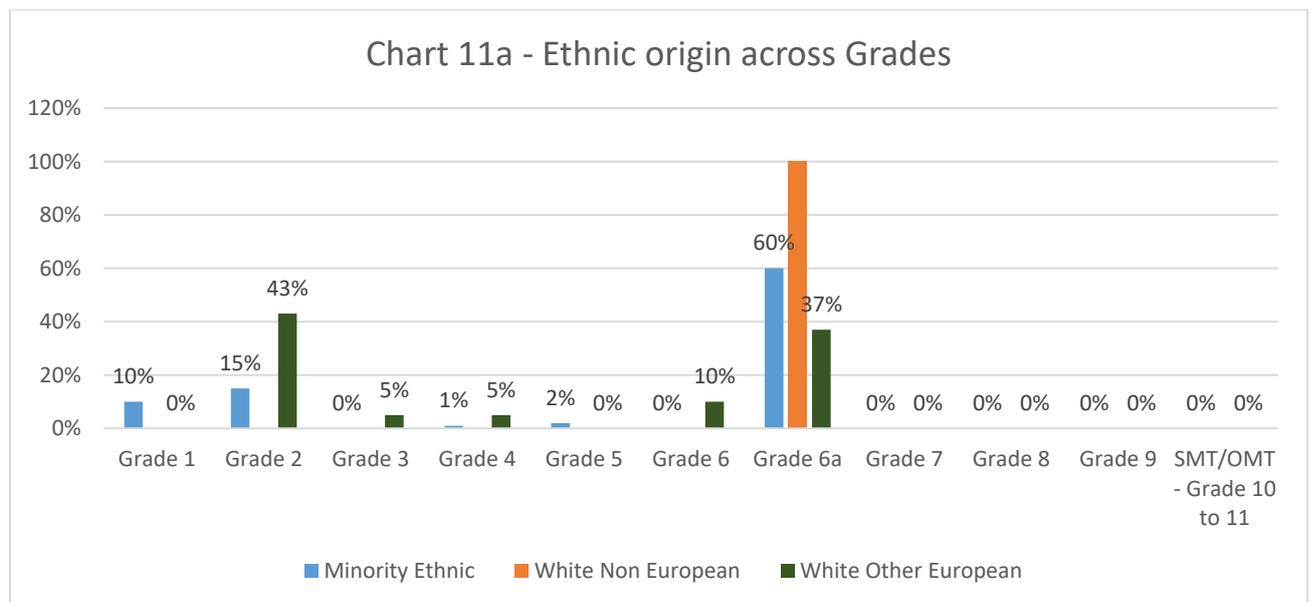


Chart 11c shows that the majority of minority ethnic staff are concentrated on Grade 6a which is unpromoted Teaching staff followed by Grade 2 and then Grades 1 and 5.



The College is aware that it does not employ any staff from an minority ethnic background above Grade 6 support staff and Grade 6a, unpromoted teaching, this was also the case at 28 February 2018. The data shows a decrease in minority ethnic staff within the teaching cohort of 2.5%.

In relation to the Support staff the data shows the following changes:

- Grade 1 - an increase of 10%
- Grade 2 – a decrease of 4%
- Grade 3 – an increase of 5%
- Grade 5 – a decrease of 2.5%
- Grade 6 – an increase of 10%

Whilst there has been some success in attracting and retaining minority ethnic staff at higher grades, the College is aware that it needs to consider further approaches to attract staff from minority ethnic backgrounds into management positions.

The College is currently reviewing and revising its recruitment website and undertaking a number of other initiatives to attract candidates from minority ethnic backgrounds to apply for promoted roles. The new website should be launched by July 2019.

The College has also developed a Leadership Management programme which is being launched later this session. This is aimed at assisting staff to progress their career within (or outwith) the College. There are 22 participants from diverse backgrounds registered to take part on the programme.

### Recruitment by Applications and Successful Applications

Table 4 shows of the applications received in session 2017/18 a total of 7.34% of the candidates were from an minority ethnic background and 8.76% were White Other European or White non-European. This was an increase in comparison to session 2016/17.

Of the candidates appointed there were a total of 4.35% from an minority ethnic background and 8.70% were White Other European or White non-European.

**Table 4 - Breakdown of Recruitment Statistics for sessions 2017/18 by Race**

All Vacancies	Minority Ethnic	Nationality	UK White	Prefer not to say
All Applicants	7.34%	8.76%	77.21%	3.67%
All Shortlisted Applicants	6.53%	5.50%	84.54%	2.41%
Total Appointments	4.35%	8.70%	82.61%	4.35%
External Applicants	7.59%	8.97%	76.55%	3.74%
Internal Applicants	2.13%	4.26%	91.49%	2.13%
External Shortlisted Applicants	7.06%	5.88%	83.53%	2.35%
Internal Shortlisted Applicants	2.78%	2.78%	91.67%	2.78%
External Appointments	5.45%	10.91%	78.18%	5.45%
Internal Appointments	0.00%	0.00%	100.00%	0.00%

There was also an increase in applications received from applicants from an minority ethnic background and White Other European or White non-European background in session 2016/17 in comparison to 2015/16.

In session 2016/17 a total of 3.81% of the candidates were from an minority ethnic background and 2.45% were White Other European or White non-European. Of the candidates appointed in 2016/17 there were a total of 2.47% from an minority ethnic background. None were White Other European or White non-European.

The College appears to attract applications from individuals from an minority ethnic background for lower graded posts however this is not the case for managerial positions.

## Disability

Table 5 shows that 9% of staff have disclosed a disability, there has been an increase of 3.3% in comparison to 28 February 2017. The number of staff with a physical impairment rose by 32.5% whilst the number of staff with mental health condition (20.5%) and learning difficulties (1.6%) decreased.

**Table 5 - Percentage of staff with a disability employed at 01 April 2018**

All Staff (Headcount)	580	561	671
<b>Disability</b>	<b>01.04.18</b>	<b>28.02.17</b>	<b>31.03.15</b>
Yes	9.0%	5.7%	4.9%
Yes - prefer not to answer	0.9%	0.2%	0.2%
Yes - Physical impairment	66.0%	35.5%	35.5%
Yes – Mental health condition	17.0%	35.7%	35.7%
Yes - learning difficulty	7.5%	9.1%	9.1%
No	90.0%	83.4%	89.0%
Prefer not to answer	1.4%	11.0%	6.0%

Having identified the decrease in the number of staff disclosing a mental health condition and following feedback from staff around concerns about mental ill health among the student population the College took the decision to deliver a campaign during session 2018/19 titled Mentally Healthy Workplace.

A number of initiatives have been delivered throughout session 2018/19 to support staff and learners who experience mental ill health. This includes training almost 100 staff in mental health first aid. The College is offering mental health first aid training to all staff during session 2018/19.

## Disability by Staff Category

Chart 12a shows the percentage of staff with a disability within each staffing category as at 01 April 2018. There is a higher percentage of support staff who have disclosed a disability.

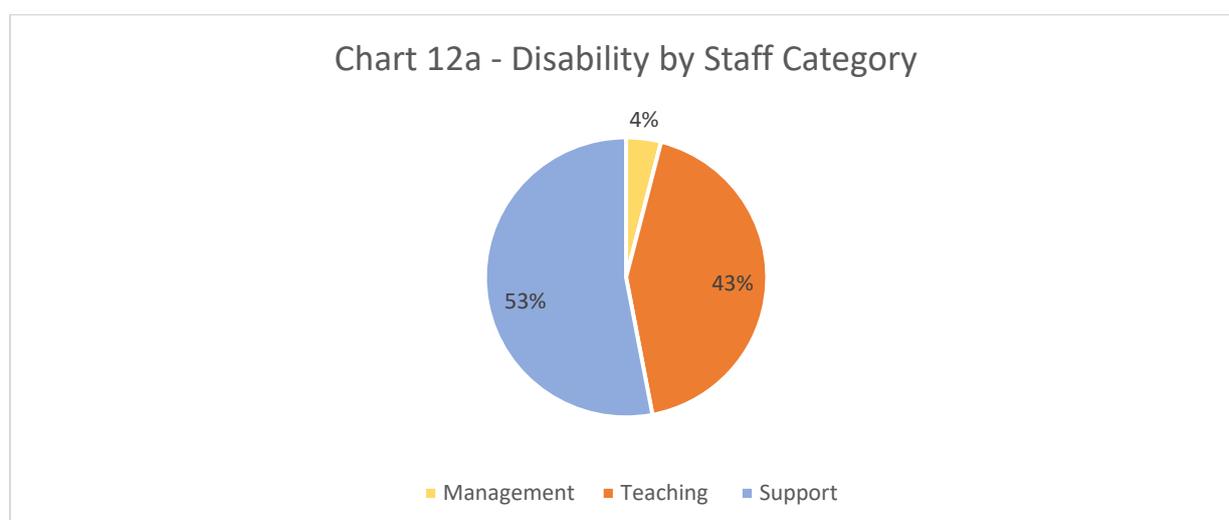


Chart 12b shows disability by contract status. The percentage of full-time staff who have disclosed a disability has increased by 10% since 28 February 2017, the number of part-time staff has decreased by 3% and the number of staff on a fixed-term contract has also decrease by 2%.

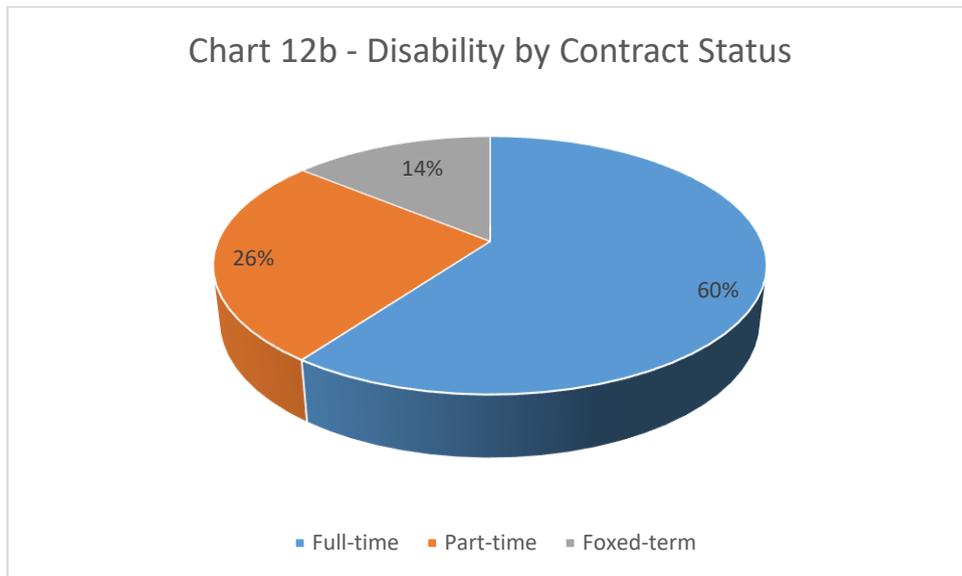
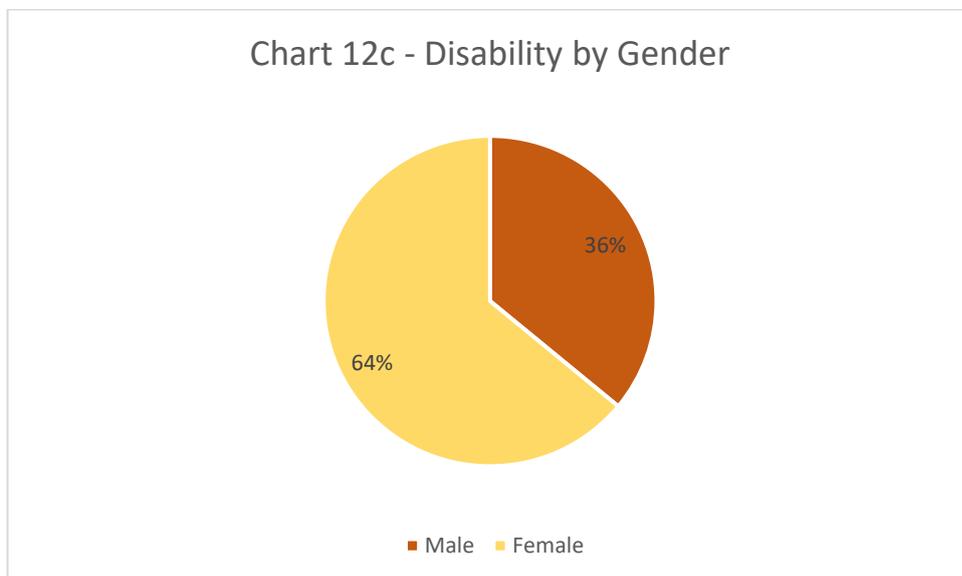


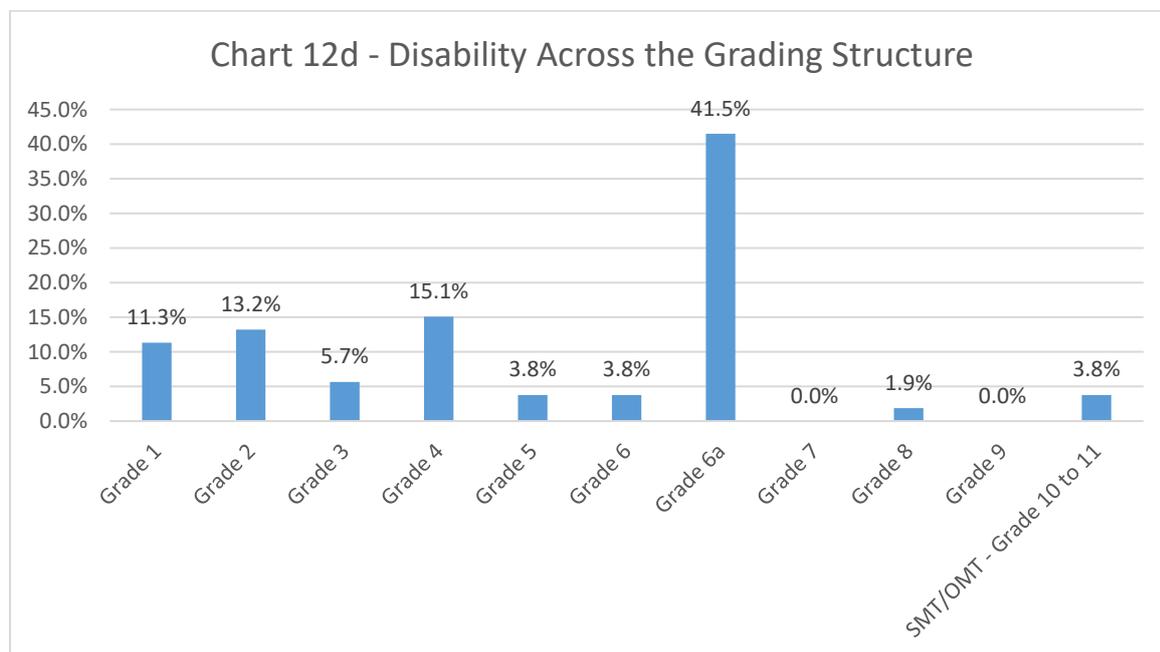
Chart 12c shows that a higher percentage of female staff disclosed a disability. The percentage of female staff who have disclosed a disability in comparison to 28 February 2017 has increased by almost 6%.



Of the staff who have disclosed a disability 3.8% are from a minority ethnic background in comparison to 9.7% at 28 February 2017.

Chart 12d shows disability across the grading structure for all staff which demonstrates that staff who have disclosed a disability range across the grades throughout the College.

The highest concentration of staff with a disability is at Grade 6a which is the non-promoted teaching staff cohort, which is the largest group of staff within the College, this is followed by Support Grade 4 and Grade 2.



### Recruitment by Applications and Successful Applications

Table 6 shows of the applications received in session 2017/18 a total of 5.74% of the candidates disclosed a disability, of which 4.12% were shortlisted and 7.25% were appointed.

Of those appointed with a disability 7.27% were external candidates and 7.14% were internal candidates.

**Table 6 - Breakdown of Recruitment Statistics for sessions 2017/18 by Disability**

All Vacancies	Disabled	Non-disabled	Prefer not to answer
All Applicants	5.74%	89.92%	4.33%
All Shortlisted Applicants	4.12%	93.13%	2.75%
Total Appointments	7.25%	89.86%	2.90%
External Applicants	5.91%	89.95%	4.14%
Internal Applicants	2.13%	89.36%	8.51%
External Shortlisted Applicants	4.71%	92.94%	2.35%
Internal Shortlisted Applicants	2.70%	91.89%	5.41%
External Appointments	7.27%	89.09%	3.64%
Internal Appointments	7.14%	92.86%	0.00%

## Age

The College use the age bands for reporting purposes that are used by the Scottish Funding Council in order to compare its workforce age profile to that of the Further Education Sector.

A total of 44% of staff within the Scottish Further Education Sector are 51 and over. The College has a similar profile shown in table 7, with 40.3% of its staff within this age group.

The age range within the College is from age 19 to age 71.

**Table 7 – Age Range of all staff employed at 01 April 2018 in comparison to 28 February 2017 and 31 March 2015**

Number of staff all (Headcount)	580	561	671
<b>All Staff</b>	<b>01.04.18</b>	<b>28.02.17</b>	<b>31.03.15</b>
up to 35	20.9%	19.6%	21.0%
36 to 50	38.8%	40.6%	40.1%
51 to 60	31.5%	31.4%	32.3%
greater than 60	8.8%	8.4%	6.6%

Further analysis of age across the grading structure shown in table 8 demonstrates that the grades with the broadest age range are Grades 1 to 3 and Teaching Grade 6a

**Table 8 - Age and Gender by Grading Structure**

Grade	Number of Staff	Female – Age Range	Number of Staff	Male – Age Range
Grade 1	19	16-69	15	20-69
Grade 2	49	20-69	10	25-59
Grade 3	11	25-59	25	25-70+
Grade 4	38	16-59	18	20-69
Grade 5	9	30-59	11	20-59
Grade 6	8	30-59	3	30-44
Teaching Grade 6a	135	20-70+	151	20-70+
Grade 7	3	50-59	2	30-54
Grade 8	4	45-69	1	45-49
Teaching Grade 8	19	30-69	15	30-69
Grade 9	2	45-59	1	55-59
Teaching Grade 9	6	45-59	8	40-59
Grade 9a	1	50-54	2	35-60
Grade 10	1	50-54	5	55-69
Grade 11	3	45-59	1	50-54
Grade 12	1	50-54	2	40-59
Grade 13	0	n/a	1	60-69

The College has in place a comprehensive workforce planning process which ensures that a diverse workforce with the right skills, competencies, and behaviours are able to meet this operational and strategic requirements both now and in the future. The overarching aim of the College planning process is to create a sustainable workforce that is centred on the needs of its learners, employers and stakeholders in order to provide a high quality service.

Table 9 shows the age profile of the College by gender. The data shows that the percentage of male and female staff over the age of 60 is fairly well balanced. The gender balance of full-time and part-time staff however in this age band shows that a higher percentage of women work part-time than men.

**Table 9 – Age Profile by Gender**

Age	Female	Full-time	Part-time	Male	Full-time	Part-time
Up to 35	56%	40%	60%	44%	53%	42%
36 to 50	60%	47%	53%	40%	72%	28%
51 to 60	48%	66%	34%	52%	83%	17%
Greater than 60	35%	33%	67%	65%	64%	36%

Across the age bands there is a higher percentage of women who work part-time. The College has in place a Flexible Working and Family Friendly Policy which is well utilised by staff, both male and female but predominately by female staff which accounts, in part, for the full/part time breakdown. In session 2016/17 and 2017/18 the College received and granted a total of 24 applications under this policy which enabled staff to work under various different working patterns including condensed hours, part-time, term-time and job share. Of the applications received 75% were from women.

### **Recruitment by Applications and Successful Applications**

Table 10 shows of the applications received in session 2017/18 a total of 12.5% of the candidates were 51 and over, of which 16.5% were shortlisted and 5.9% were appointed.

**Table 10 - Breakdown of Recruitment Statistics for sessions 2017/18 by Age**

All Vacancies	Up to 35	36-50	51-60	61+	Prefer not to answer
All Applicants	47.2%	31.6%	11.8%	0.7%	8.8%
All Shortlisted Applicants	38.1%	37.5%	15.8%	0.7%	7.9%
Total Appointments	52.2%	30.4%	4.3%	1.4%	11.6%
External Applicants	48.2%	31.0%	11.4%	0.5%	8.9%
Internal Applicants	25.5%	44.7%	19.1%	4.3%	6.4%
External Shortlisted Applicants	40.4%	35.7%	15.7%	0.4%	7.8%
Internal Shortlisted Applicants	22.2%	50.0%	16.7%	2.8%	8.3%
External Appointments	56.4%	23.6%	5.5%	1.8%	12.7%
Internal Appointments	35.7%	57.1%	0.0%	0.0%	7.1%

Of those appointed within this age band 7.3% were external candidates. Most applications were received from applicants within the age band 'up to 35' followed by those aged between 35 and 50.

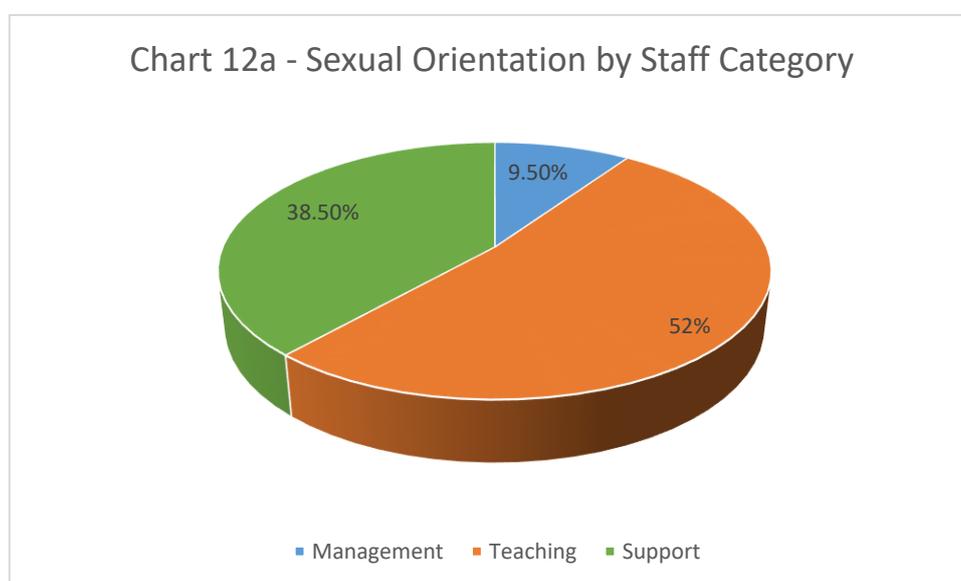
## Sexual Orientation

Table 11 shows that there has been a gradual increase in the number of staff disclosing their sexual orientation with a 5% decrease in the number of staff who 'prefer not to answer'.

**Table 11 – Sexual Orientation of staff employed at 01 April 2018 in comparison to 28 February 2017 and 31 March 2015**

All Staff (Headcount)	580	561	671
Protected Characteristic	01.04.18	28.02.17	31.03.15
Heterosexual	66.9%	62.2%	61.5%
Gay	1.4%	1.2%	1.5%
Lesbian	1.4%	1.5%	1%
Bisexual	0.3%	0.2%	0%
Non disclosed	30.2%	35.3%	36%

Chart 12a below shows the percentage of staff across the three staff groups, due to the numbers the information has not been broken down any further by grade.



## Recruitment by Applications and Successful Applications

Table 12 shows that 6.11% of the applications received in session 2017/18 were from applicants who are LGBTBI+. Of the candidates 5.5% were shortlisted and 4.35% were appointed.

**Table 12 - Breakdown of Recruitment Statistics for sessions 2017/18 by Age**

All Vacancies	Heterosexual	Gay	Lesbian	Bisexual	Prefer Not to Answer
All Applicants	86.53%	3.01%	1.22%	1.88%	7.34%
All Shortlisted Applicants	86.60%	3.09%	0.69%	1.72%	7.90%
Total Appointments	88.41%	2.90%	0.00%	1.45%	7.25%
External Applicants	86.90%	2.86%	1.28%	1.97%	7.00%
Internal Applicants	78.72%	6.38%	0.00%	0.00%	14.89%
External Shortlisted Applicants	87.45%	2.35%	0.78%	1.96%	7.45%
Internal Shortlisted Applicants	80.56%	8.33%	0.00%	0.00%	11.11%
External Appointments	92.73%	3.64%	0.00%	0.00%	5.45%
Internal Appointments	71.43%	14.29%	0.00%	0.00%	14.29%

Of those appointed 14.29% were internal candidates and 3.64% were external. The number of applicants who preferred not to answer was relatively small at 7.34% in comparison to this category in session 2016/17 which was 23.3%

Of the applications received in session 2016/17 a total of 4.35% were from applicants who are LGBTI+, of which 3.71% were shortlisted and 6% were appointed. 7% were external candidates and 5% internal.

### **Religion and Belief**

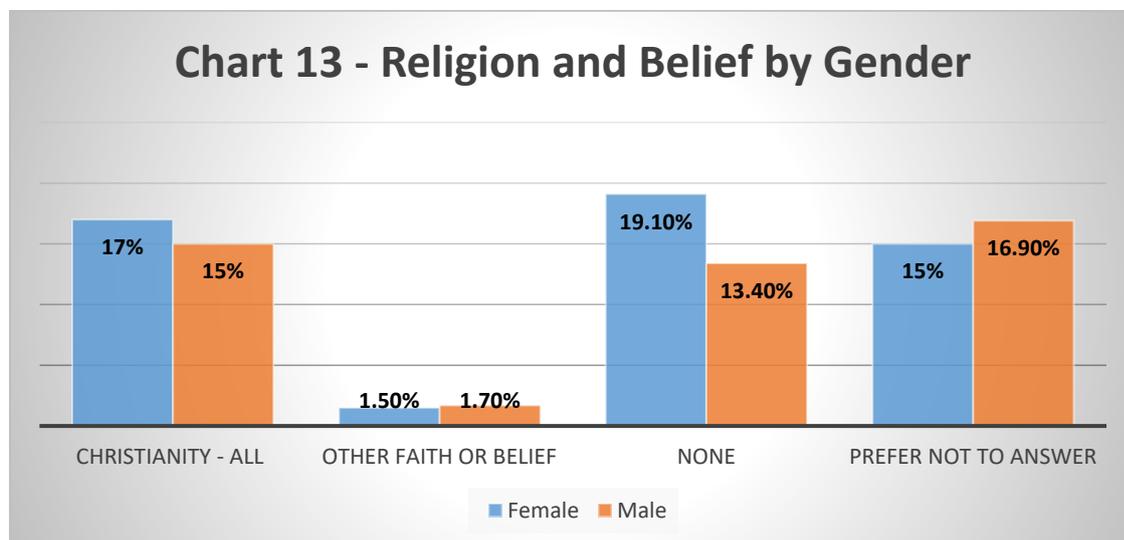
Table 13 shows that the majority of staff who declared a religious belief are Christian (all denominations) 31.89% this was the case at 28 February 2018 (30.5%). Other religious beliefs including, Buddhist, Quaker, Muslim and other religious beliefs (not specified) collectively make up 3.12% of the staff in comparison to 2.9% of the staff at 28 February 2017.

**Table 13 – Religion and Belief of staff employed at 01 April 2018 in comparison to 28 February 2017 and 31 March 2015**

All Staff (Headcount)	580	561	671
	01.04.19	28.02.17	31.03.15
Christianity - RC	13.10%	10.20%	10.10%
Christianity - C of S	9.83%	10.90%	9.80%
Christianity - Other	8.96%	9.40%	9.80%
Quaker	0.17%	0.20%	0.10%
Buddhist	0.17%	0.20%	0.10%
Hinduism	0.17%	0.00%	0.10%
Muslim	1.58%	1.10%	1.30%
Jewish	0.17%	0.00%	0.00%
Other faith or belief	0.86%	0.90%	1.00%
None	33.62%	26.90%	27.40%
Prefer not to say	31.37%	40.30%	39.90%

A total of 33.62% of staff said they have no religion, an increase of almost 7% and the remaining 31.37% have stated they would prefer not to answer the question, this category has decreased by just under 9%.

Chart 13 shows there is a higher percentage of females who prefer not to say and who have indicated that they have no religion or belief.



## Retention

Chart 14a shows that a higher percentage of female staff remain in employment where the service is less than 2 years and where the service is between 2 and less than 10 years. Service over ten years appears to have an equal gender balance.

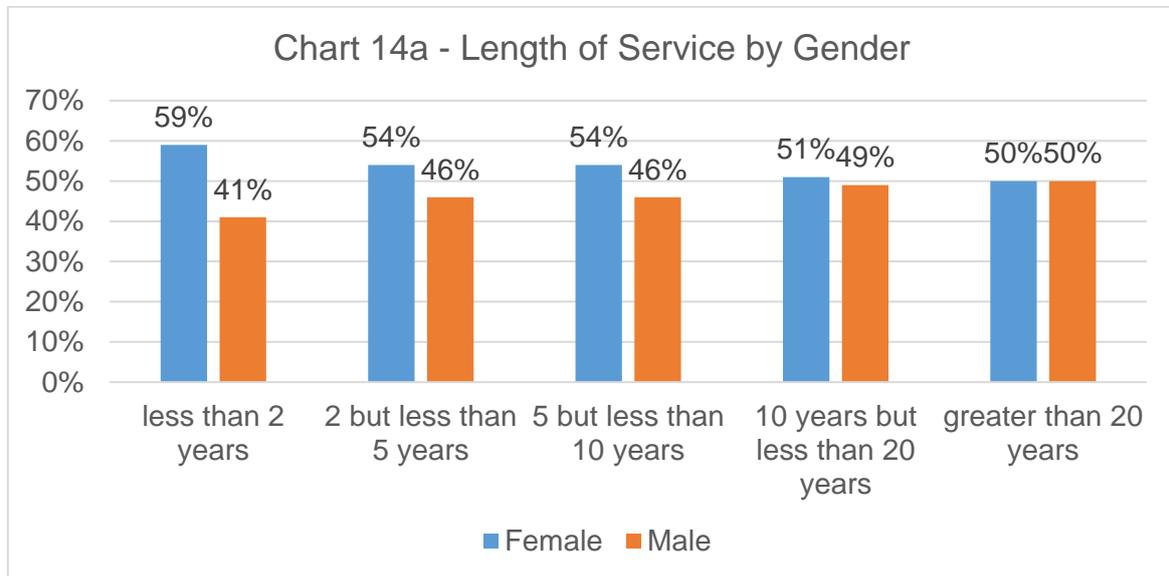


Chart 14b shows the average number of years service by gender. In relation to staff who fall between the band '0 but less than two years' on average female staff had accrued 8 months service and male staff 9 months service.

Analysis shows that there is little difference in retention between male and female staff.

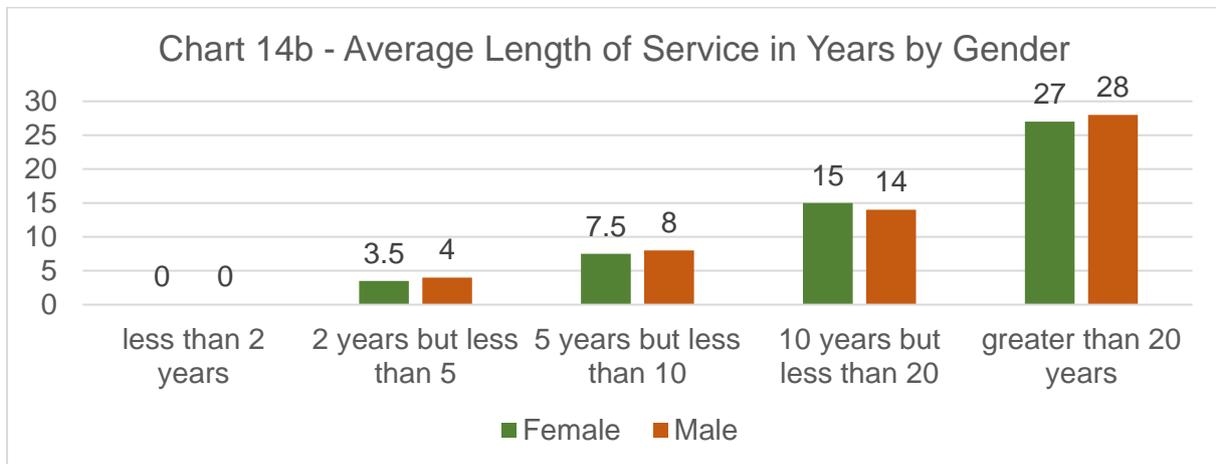


Chart 14c shows the length of service by ethnic origin. On average staff have 6 years service with the longest length of service being 26 years.

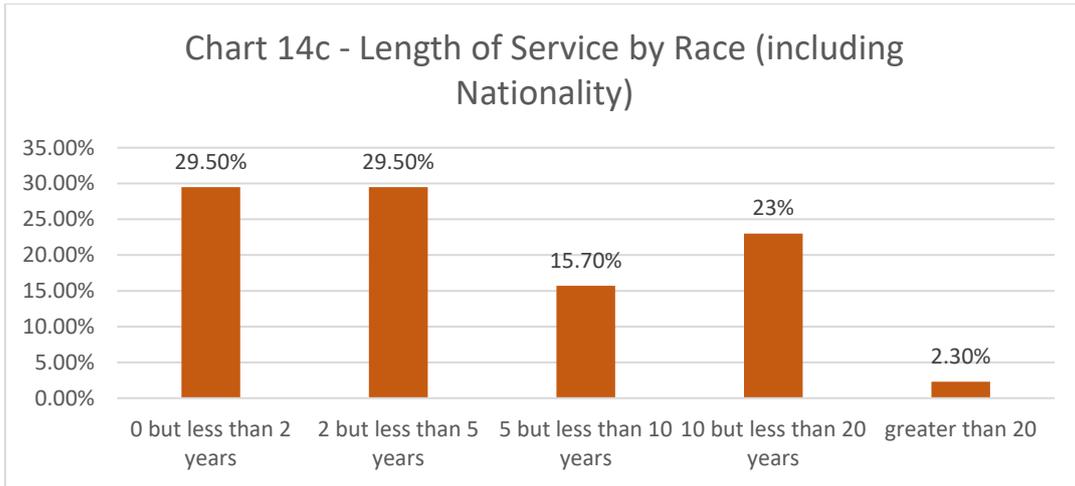
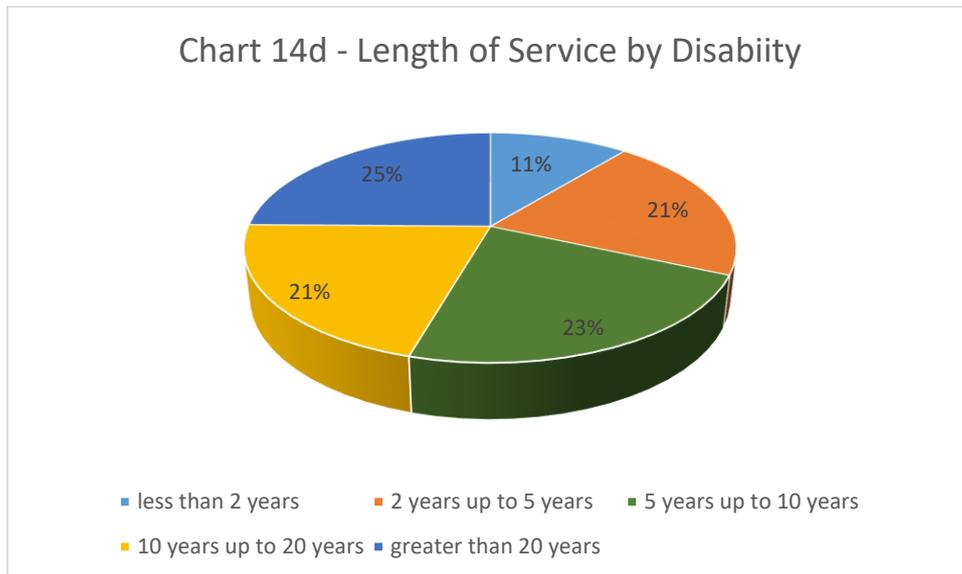


Chart 14d shows that the largest cohort of staff who have disclosed a disability, 25% have more than 20 years service, followed by 5 to 10 years service at 23%.



## Leavers

In the period 31 March 2016 to 01 April 2018 a total of 167 staff left the employment of the College.

Chart 15a shows the highest percentage of leavers fell within the band of 1 to 5 years service, 42%, followed by less than two years service, 19.2%.

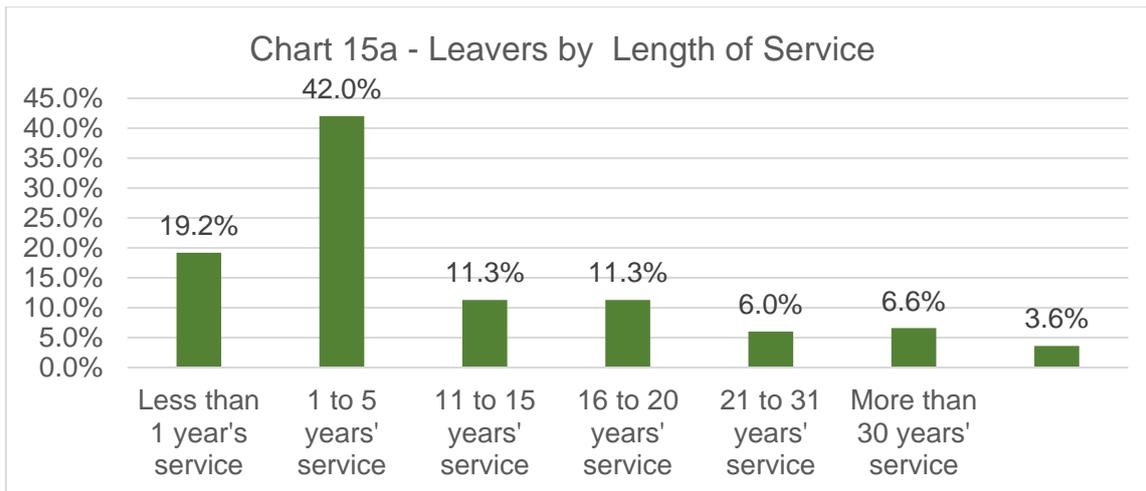
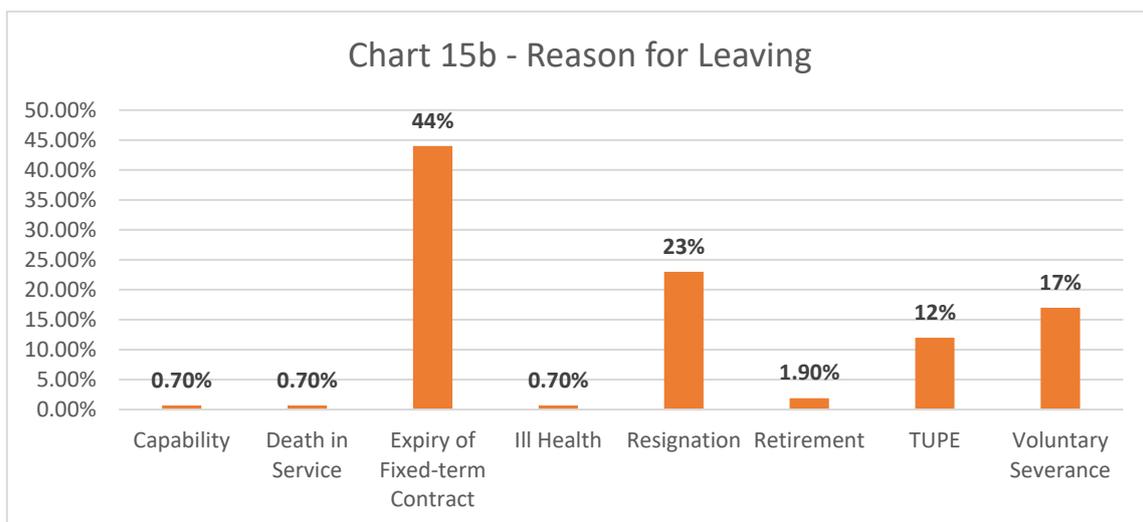


Chart 15b shows that the highest percentage of leavers left due to the non-renewal or expiry of their fixed-term contract, 44%. The College makes limited use of fixed-term contracts; however, due to the nature of these contracts, there is a higher percentage of turnover for this particular reason. Resignation was the second main reason for leavers, 23%, followed by voluntary severance and TUPE transfer in session 2016/17.



Of those who left the employment of the College, the percentage of leavers by protected characteristic included:

- Gender - 50.29% were female
- Disability - 12.5%
- Race - 8%
- LGBTI + - 5%
- Age – 19 years to 77 years
- Marital Status – 43% of leavers were married/civil partnership followed by 30% who were single
- Religion – 53% none, followed by 34% Christian (all denominations) and 29% prefer not to answer

## **Disciplinary and Grievance**

The College managed one disciplinary and five grievances. Two of the cases managed, one related to disciplinary and one related to grievance, were associated with an equality and diversity matter.

The College is in the process of reviewing and revising its Disciplinary Procedure, Grievance Procedure and Dignity and Respect Policy and Procedure. Further training and development to support these policies and procedures has taken place in session 2018/19 and more sessions are planned for academic year 2019/20. In addition the College has undertaken appropriate promotional activities during session 2018/19.