

*Queen Elizabeth
Sixth Form College*

Human Resources Report

September 2011



Changes over the past year in the way that staff data is recorded and held, together with the new duties on public bodies brought in by the Equality Act 2010, means that this report contains more detail than the previous Autumn Report to the Governors. Although the exact requirements of the Public Sector Equality Duty are not due to be finalised until the autumn, it is likely that the College will have to publish information on any gender pay gap and that reporting on all protected characteristics will be required, rather than on gender, ethnicity and disability as previously reported.

Some of the information required is not currently held on staff, for example on religion/belief, but will be sensitively requested in the future, so a more exact picture will be built up over time. As the requirements of the Equality Duty are clarified, further changes may also need to be made for future reports.

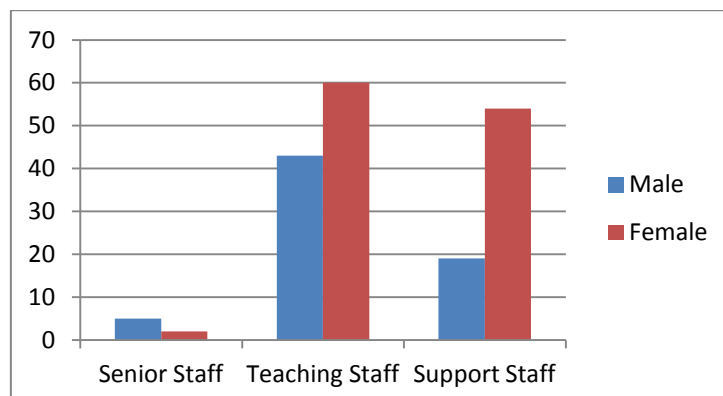
In addition to the information required, staff turnover, sickness data and days lost have also been included in the report. Staff Development activities have also been incorporated into this report. It is hoped that this will help give as full a picture as possible of staffing at the College.

STAFF PROFILE

The College currently employs 263 staff, 183 of these in regular service and 80 employed on a variety of casual contracts.

	Male	Female	Total
Senior Staff	5	2	7
Teaching Staff	43	60	103
Support Staff	19	54	73
Evening Teaching	0	11	11
Other casual staff	26	43	69
Total	93	170	263

In considering those staff in regular service only, 36.6% are male and 63.4% are female.



The part time and full time distribution of these staff by gender is as follows:

	Male full time	Male part time	Female full time	Female part time	Total
Senior Staff	5		2		7
Teaching Staff	38	5	43	17	103
Support Staff	14	5	12	42	73
Total	57	10	57	59	183

(NB Support staff figures inclusive of all cleaning staff)

The overall number of staff has reduced slightly on the previous two years (190 in 2010, 194 in 2009) but is now similar to levels in 2008 (182) and 2007 (186). Student numbers over this period increased each year (1770 in 2007-08, 1793 in 2008-09 and 1891 in 2009-10). Student numbers were 1801 last year, when the transition year was withdrawn. Any increase in student numbers for the 2011-12 academic year is likely to be absorbed into current staffing levels.

Disability

There are currently no staff who consider themselves disabled, however, the personnel officer is aware of some conditions that may fall under the Equality Act's definition of a disabled person. An up-date of information held on the database is planned for later in the autumn term and staff will be asked to consider this further at that time.

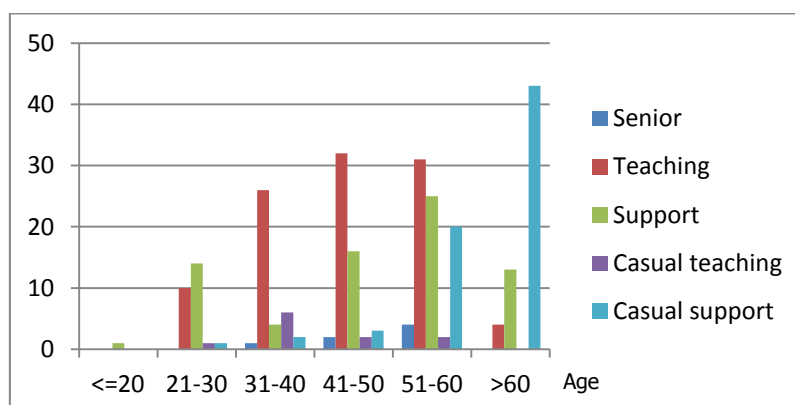
Ethnicity

Data on ethnicity is collected when staff join the College. Of the 183 regular staff, 1 describes their ethnicity as Asian/Asian British and 7 describe their ethnicity as White/any other white background. All other members of staff (175) are White British. Shown as percentages 95.63% of staff are White British and 4.37% are of ethnic minority groups.

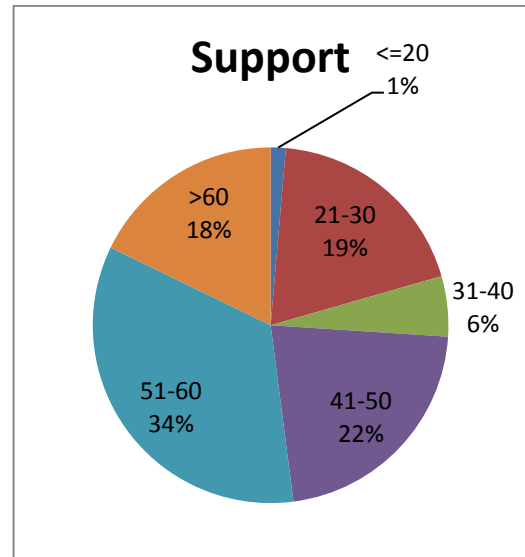
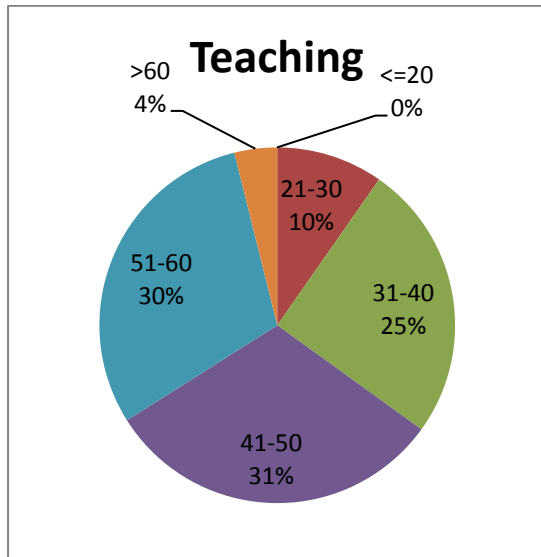
The local Tees Valley Census Report for 2007 reported that "The ethnic minority population in Darlington is significantly lower than the national average" giving a figure of 2.8% ethnic minorities. Although this will have changed over recent years, the College would appear to be representative of the immediate population.

Age

The age profile of the regular staff, anecdotally, is similar to that in many sixth form colleges.



As the majority of posts within the College require higher level qualifications, it is perhaps unsurprising that there are few staff under 20 years of age. At the opposite end of the scale, casual staff employed as invigilators at the College are mostly retired or semi-retired and so make up a large number of those aged 60+. One point of note is that the casual teaching age profile is very different to that of the regularly contracted teaching staff. As all of these staff are also female, this could indicate that these posts appeal to women with young families.



In looking in more detail at the regular teaching and support staff, a breakdown by percentage shows that the number of support staff aged between 31-40 is low. Teaching staff working beyond the age of 60 is also relatively low as this is the age that most can access their pensions under the current rules. It will be interesting to compare future data to see whether this changes significantly over the next few years.

Pay

Due to the small number of senior staff, figures have been excluded from the following. Support staff has also been further broken down to give separate figures for Support Staff and Cleaning Staff.

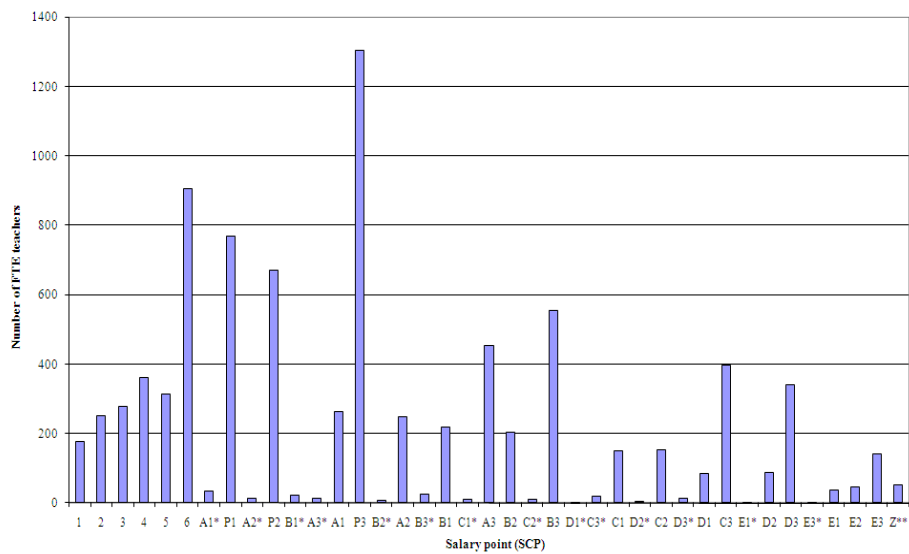
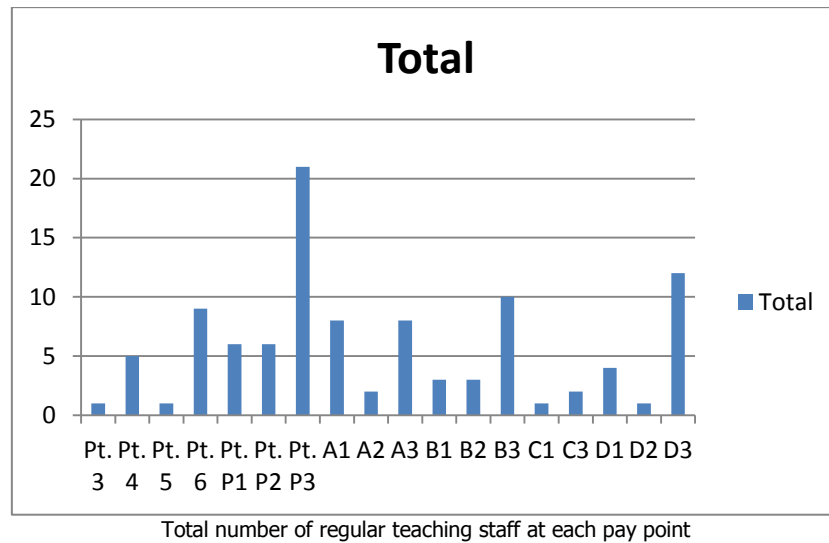
Average actual salaries:

Teaching Staff	£34,617
Support Staff	£17,586
Cleaning Staff	£ 5,969

Average Salary by Gender:

	Male	Female
Teaching Staff	£36,421	£33,404
Support Staff	£17,970	£16,886

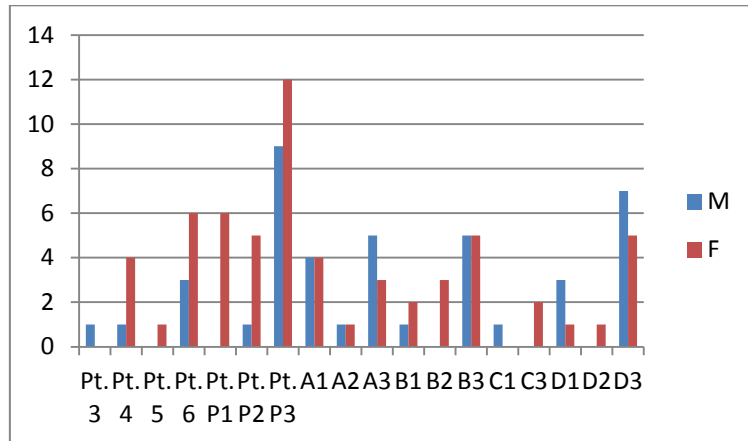
Figures given are for actual salaries. As more female staff than male staff work on a part time basis at the College, this could account for the difference in average salaries. It is important, therefore to look at distribution of salaries across the point scale range.



Sixth Form College's Salaries and Numbers Survey - 2009
 Qualified teachers in regular service - Distribution by salary point

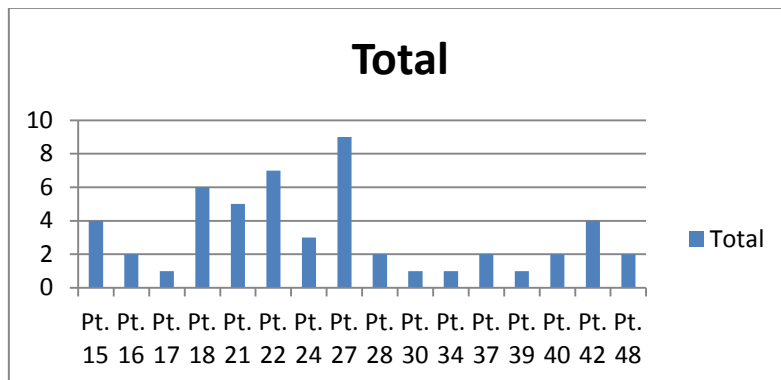
The distribution of all teaching staff by salary point for the College is almost identical to the pattern shown in the most recent Salaries and Numbers Survey with many staff having reached the top of their particular scales.

In looking at the breakdown internally by gender, it can be clearly seen that female staff are represented at each level of the payscales.

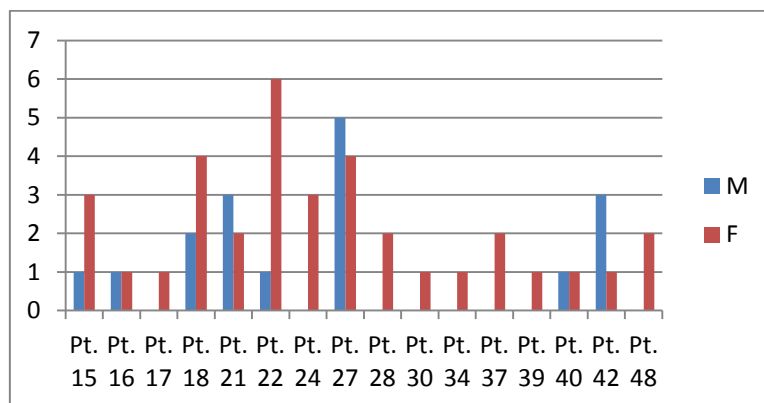


In considering staff on the management range (Pts. A1 and above), there are 54 posts, 27 held by women and 27 by men. However, as women make up 59% of teaching staff, it could be considered that female members of staff are under-represented at this level.

For Support Staff the majority of salaries fall at pt. 27 or below (£20,775 per annum) on the Support Staff pay scales, which means that the average salary falls below the national average of £20,081 for sixth form colleges (SFCF Salaries and Numbers Survey 2009).



In considering the breakdown of salaries by gender, it would appear that it is male support staff that are under-represented at the higher end of the salary range as shown below.



Of 15 posts paid at Pt. 28 and above, only 4 are held by male members of staff. When considered as percentages, male staff hold 26.67% of these higher paid roles whilst making up 33.96% of the support staff.

Staff Turnover

Turnover is calculated as the number of leavers in an academic year expressed as a percentage of the number in post at September of the following year.

Year	No. of leavers	No. of staff	Percentage Turnover
2007	21	186	11.29%
2008	24	182	13.19%
2009	22	194	11.34%
2010	15	190	7.89%
2011	15	183	8.20%

Sixth Form Colleges Forum Turnover figures are available for 2006 and 2008 only, where nationally there was a turnover of 9.6% and 10.9% respectively. In 2008 in the SFCF north eastern region turnover was only 5.8%.

The reasons for staff leaving QE are shown in the table below:

Year	End of fixed term contract	Redundancy	Other Employment	Retirement	Other
2007	9	0	3	4	5
2008	5	0	8	5	6
2009	8	0	6	3	5
2010	8	0	3	2	2
2011	3	6	2	3	1
Total	33	6	22	17	19

The 'Other' category includes staff who left due to relocation, for family reasons, ill health, to travel or to take up an HE course.

Although in some cases, where fixed term contracts are ended due to a drop in demand for a subject area or particular skill, this could be classed as a redundancy, this data has not previously been recorded. Redundancies, therefore, are shown for the first time on this year's data. Further details on this year's leavers are given in Appendix A.

Recruitment

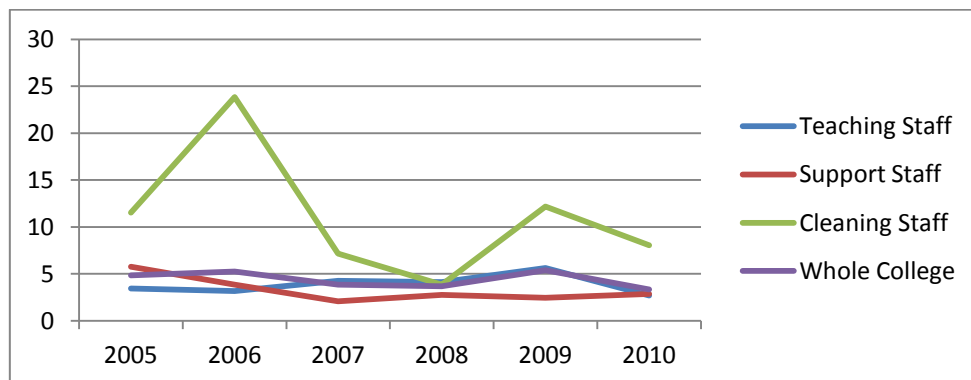
Due to the Government's cutbacks on funding, advantage has been taken of any 'natural wastage' and as a result recruitment at the College has been unusually low this year. Staff moving to other employment has also remained low.

Equal opportunities statistics on recruitment will continue to be reported separately. Recent additions to the staff are shown in Appendix A.

Absence

Sickness Absence

Sickness absence for the whole College remains relatively low and considerably under the national average of 5 days per year (2010 CIPD survey). The total number of days lost 689.5 is a considerable reduction from 2009 when 1147.5 days were lost. Average days lost by cleaning staff, however, at just over 8 days per year remains well above the national average but again is an improvement on the previous year's figures.



Other Working Days Lost

It is hoped that additional data collection commenced in October 2010 will enable future reporting on other working days lost across the College. These leave of absence days are predominantly planned, although emergency parental leave is also recorded under this category and this year all of these days were paid. For the period 1 October 2010 to 31 August 2011, staff have taken a total of 136 days over 121 occasions. These included days to attend funerals, compassionate leave, to attend family graduation, wedding and award ceremonies and time off to care for children as described above. Also included are medical appointments as these are not recorded in the same way as sickness absence, e.g. ante-natal appointments. The latter amounted to 23.5 days over 36 occasions.

Staff development is not included under the working days lost category, nor are days taken for business visits, such as visits to other colleges or meetings.

Staff Development Activities

The college continues to see the development of its staff as a priority.

The total cost of staff development activities has increased to £47,241 from £44,855 last year. £6,000 of this was Sharepoint training for the Data manager to enable him to start work on our new data systems. The average cost per day including the Sharepoint training was £101, without, it is £90. Appendix B contains an historical comparison of the data. The number of person days spent on external staff development has decreased to 470, virtually the same as two years ago. The evaluations of the external events indicate that the majority of courses were well received and felt to be useful.

Evaluation Grade	Percentage of Total Received
A	68%
B	28.5%
C	3%
D	0.5%
E	0%

<p>Key to Evaluation A Very good – excellent use of time and money B Good – time and money well spent C Satisfactory D Limited value – time would have been better used in college E Waste of time and money</p>

There have been a large number of staff development activities which have taken place in college led by both external and internal trainers. These include:

- | | |
|---|---------------------------------------|
| UCAS Application Training | Teachers' Pension Agency |
| New Staff Induction | Local Government Pension |
| Working with students with learning difficulties | Switch Team Drug Training |
| Safeguarding | Beginners Social Media Training |
| Strategies for Success | Counselling training |
| Student Motivation- Paul Dix | Psychosis Training |
| Team Planning | Advanced Photoshop Training |
| Appraisal Training | SharePoint Training |
| Advanced Moodle | Introduction to Prezi |
| Setting-up Moodle | Beginners Photoshop |
| T&L TrainingAssessment, Progress Reports and Target setting | Social Media in Teaching and Learning |

The evaluations of the internal events show that this training was seen as valuable and worthwhile by staff.

Evaluation Grade	Percentage of Total Received
A	27.6%
B	39.4%
C	20.6%
D	10.6%
E	1.8%

In response to the funding cuts the staff development budget is significantly reduced for the year 2011-12. College priorities will be identified by SMG, Directors and Support staff line managers. There is also an expectation of a closer link between staff development activities and appraisal objectives. Colleagues will be encouraged to explore more creative and cost effective ways of training, including using local subject networks such as NORVIC.

Staff Engagement

The main indicators for staff engagement are often considered to be staff turnover, absence levels and the results of any staff survey undertaken. As shown above, both absence and turnover levels for the College are good. The staff survey this year was replaced by a series of consultation meetings and a separate report has been presented.

The consultation was a positive process and was met favourably, with only a very small number of staff voicing any concerns over the loss of the more quantitative method of surveying staff. The consultation highlighted the student-centred focus of all staff across the College and although qualitative rather than quantitative, staff appeared very engaged and felt both entrusted and empowered to fulfil their roles. Some areas for improvement were highlighted, and these have formed the recommendations of the report and are being acted upon.

With a static turnover and recruitment bringing few opportunities for new challenges or promotion and with many staff already being at the top points of their pay scale this could lead to a drop in the performance and morale of staff. This, together with the continued external pressures being applied to the College, particularly in the form of budgetary cuts and changes to staff pensions, and the increase in workload that this will inevitably bring, will mean that the continued engagement and well-being of our dedicated and student-focused staff will be an important issue.

Summary

In comparing overall staffing levels to student numbers, it is evident that this year any additional students will be absorbed into current staffing levels as budgets become tighter. Staff turnover at the College has remained low, despite redundancies being made and recorded for the first time this year.

The Equality Duty requirements in reporting on additional protected characteristics will be introduced over the coming years as data collection is further refined and staff are made more aware of the reporting criteria. Reporting on the age profile of staff for the first time this year, however, has highlighted some interesting points that will need to be further considered; young people are under-represented at the College, as are older members of teaching staff and further analysis of the small number of 31-40 year old support staff could be undertaken.

With regards to pay, particularly in relation to gender, it would appear that female staff are slightly under-represented at management range levels, although the overall number of posts shows a 50/50 split. On the support side, male staff are generally under-represented at the College as term time and part time work generally appeals to more women than men. This is also reflected at the higher salary levels where male staff are slightly under-represented. With little recruitment and internal movement due to turnover taking place, however, it will be difficult to address any of these issues in the short term.

Sickness absence is well below national benchmarking figures except for cleaning staff, although here there has been a significant reduction in absence from the previous year. Other working days lost will be reported on more fully once complete data is available and when year on year comparisons can be made.

Staff engagement is good with staff responding positively to the consultation adopted this year as an alternative to the staff survey. Staff performance and well-being, however, could become key issues in the future.

Recommendations

- Data collection and recording needs to continue to be refined
- New data collection needs to be undertaken with sensitivity on the additional protected characteristics introduced by the Equality Act 2010.
- The level of qualification and experience for any vacancies that arise need to be carefully considered in order to ensure younger applicants are not being discriminated against
- Consideration should be given to increasing flexibility and phased retirement opportunities for teaching staff in order to encourage retention beyond 60 where appropriate
- Further analysis of the support staff age profile should be undertaken
- Although appointments and internal promotions are made on merit, consideration should be given to the training and development of under-represented groups and the positive action now possible under the Equality Act 2010.
- Changes to the sickness absence policy could be made in order to improve the management of sickness absence, particularly among the cleaning staff
- Monitoring of the other working days lost data will be useful in managing staff absences and may help in reducing future costs.
- Low levels of turnover and recruitment maintains a stable workforce but can also lead to a lowering of motivation and performance. This needs to be carefully monitored and addressed where necessary.
- Staff well-being and in particular the management of stress need to be kept high on the agenda.
- Performance pay and the general reward package needs to be given consideration.