

Equality in Ofsted

This ninth annual employment report focuses on equal opportunities in employment and covers the period April 2015 to March 2016.

The 2015–16 employment report will be published on Gov.uk. Please direct any questions or comments, in the first instance, to the Equality, Diversity and Inclusion mailbox EDI@ofsted.gov.uk.

Published: February 2017

Reference no: 160015



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Introduction

Ofsted aims to be an exemplary employer with a diverse and effective workforce. We ensure that the promotion of equality and human rights and the elimination of discrimination and harassment are embedded in every area of our practice, including employment.

This is our ninth annual employment report. Since our first report, we have implemented a number of changes to our structures and processes. A significant change since the 2014–2015 report is the establishment of the Equality, Diversity and Inclusion group. This group was established, following consultation with the organisation throughout 2015–16, in order to provide a strategic approach to equality, diversity and inclusion within Ofsted. We have also revitalised the three diversity forums. Following consultation with members of these groups, we agreed to have three staff networks with a strategic link into the Equality, Diversity and Inclusion group and the Discrimination, Bullying and Harassment working group.

High level findings

At the end of 2015–16:

- we employed 1,456 individuals (1,399.1 full-time equivalent) – an increase of 90 (6.1%) on the previous year
- 617 employees (42.4% of the total workforce) were directly engaged in front-line inspection
- 888 employees (61.0% of the total workforce) were female (from 60.5% at 31 March 2015)
- 143 employees (9.8%) were of a known black, Asian and minority ethnic (BAME) background (from 10.6% at 31 March 2015)
- 96 employees (6.6% of the total workforce) declared that they have a disability (from 6.9% at 31 March 2015)
- 65 employees (4.5% of the total workforce) identified themselves as lesbian, gay, or bisexual (LGB) (from 4.0% at 31 March 2015)
- 802 employees (55.1% of the total workforce) identified themselves as having a religion or faith
- the 2015 people survey engagement index shows that engagement across those declaring protected characteristics is in general higher than the overall engagement index for the organisation (63.0%) except for employees with disabilities (religion 69.5%, LGB 67.0%, BAME 64.8%, disability 57.0%).

The information contained in this report is taken as of 31 March 2016, unless otherwise stated. All employee numbers throughout the report are shown as a headcount unless otherwise stated. We define employees as those on a permanent or fixed-term contract, and those who are seconded in or on loan to us on a full-time basis.

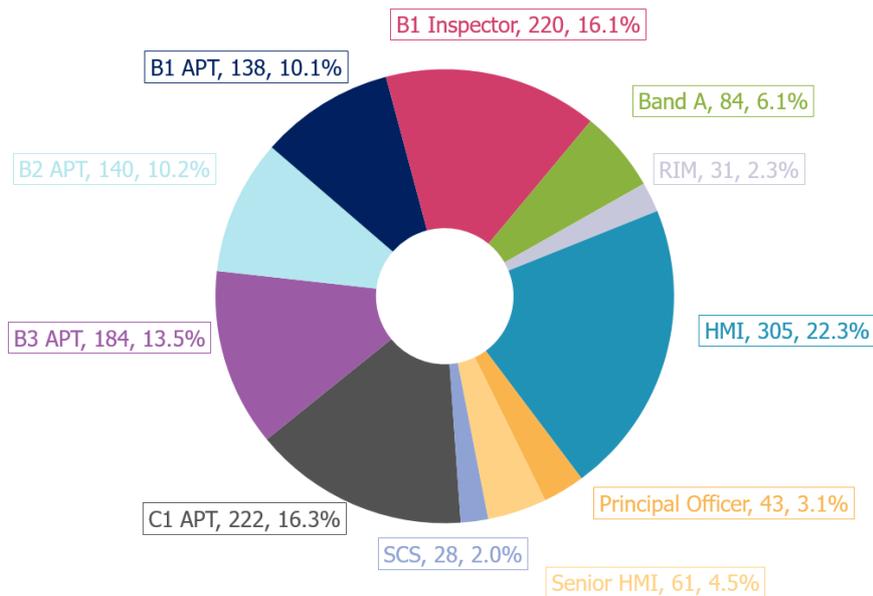
Please note that percentages in all following sections have been rounded and may not add up to 100.

Unless otherwise stated, all wider Civil Service comparisons have been sourced from the Annual Civil Service Employment Survey, 31 March 2016, produced by the Office for National Statistics.

Overview of the workforce equality profile

Grade profile

Figure 1: Grade breakdown



In order to improve the quality and consistency of inspection, Her Majesty’s Chief Inspector announced that, from 1 September 2015, the management and oversight of schools and further education and skills inspections would be brought in house, and that Ofsted would contract directly with inspectors rather than contract with the inspection service providers (ISPs). As part of this transfer of work to Ofsted, employees of the ISPs working on these contracts transferred to Ofsted under TUPE regulations to become our employees.

The number of employees in the inspection grades has decreased, particularly HMI (-29). The primary reason for leaving, for this group, has been retirement (57.0% of leavers retired during this period). Shorter-term ‘stays’ for those in the HMI and SHMI grades have been actively encouraged through a ‘revolving door’ approach to recruitment. This allows us to ensure recent sector experience among our HMI and develop inspection expertise for those who return to the sector. The ability for an employed inspector to contract with us as an Ofsted Inspector (OI) after resigning or retiring enables us to retain experience that may previously have been lost; leavers have suggested that this flexibility is appealing.

Ethnicity profile

Table 1: Ethnicity categories of employees since March 2010

Ethnicity category	Mar-12%	Mar-13%	Mar-14%	Mar-15%	Mar-16%
BAME	10.6	10.8	10.3	10.1	9.8
White	84.3	83.9	82.5	84.8	84.6
Not known/not declared	5.1	5.3	7.2	5.1	5.6

BAME includes Black, Asian, Mixed and other ethnic backgrounds / White includes White and Other White

Figure 2: Ofsted compared with Civil Service – BAME breakdown (where declared)

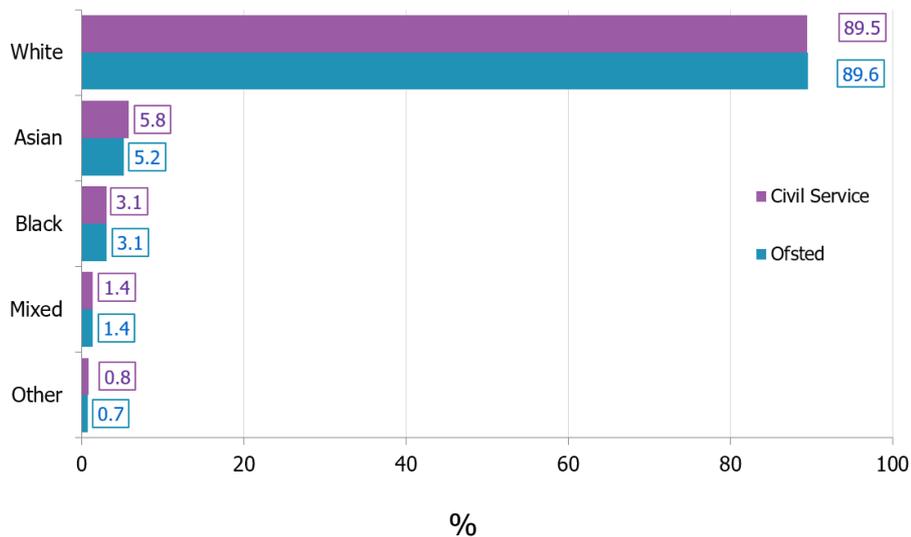
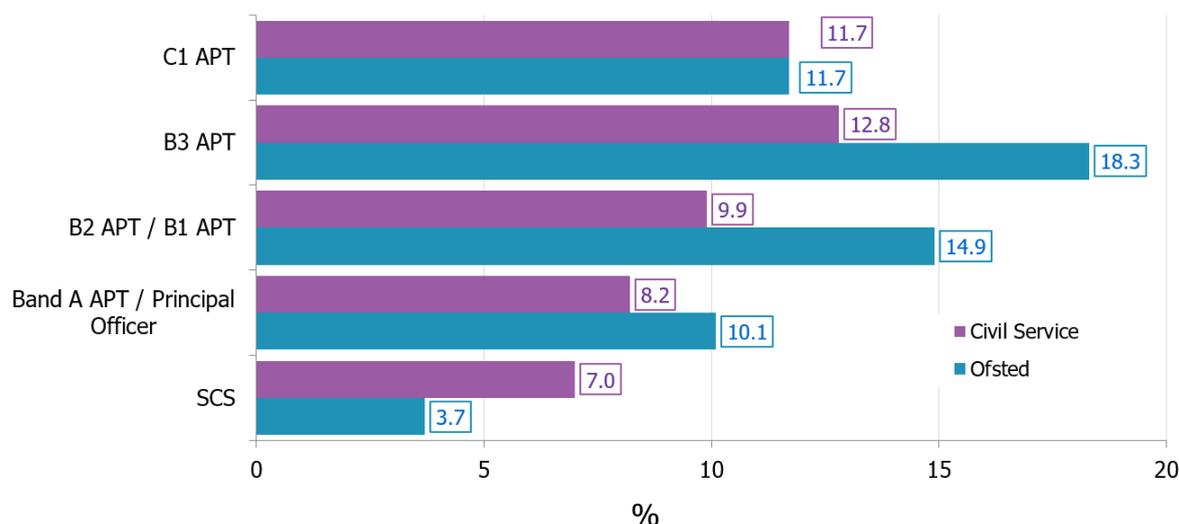


Figure 3: Ofsted compared with Civil Service – BAME % by Grade (where declared)



As B1 Inspector/ RIM / HMI / SHMI are specialist grades, no relevant data is available from the wider Civil Service to allow comparison and they are therefore not shown in Figure 3.

When including all inspector grades, our overall percentage of known BAME employees (9.8%) is below the average Civil Service figures (11.2%) by 1.4%. Without the inspector grades, the percentage of known BAME employees in Ofsted increases to 13.6%, which is above the average Civil Service figure. This is reflective of the challenges around the diversity profile of the sectors from which we recruit to these roles. BAME representation at SCS is lower than the wider Civil Service figures, but has improved by 2.9% since 2014–15.

Table 2: BAME representation at inspector grades – comparison to last year

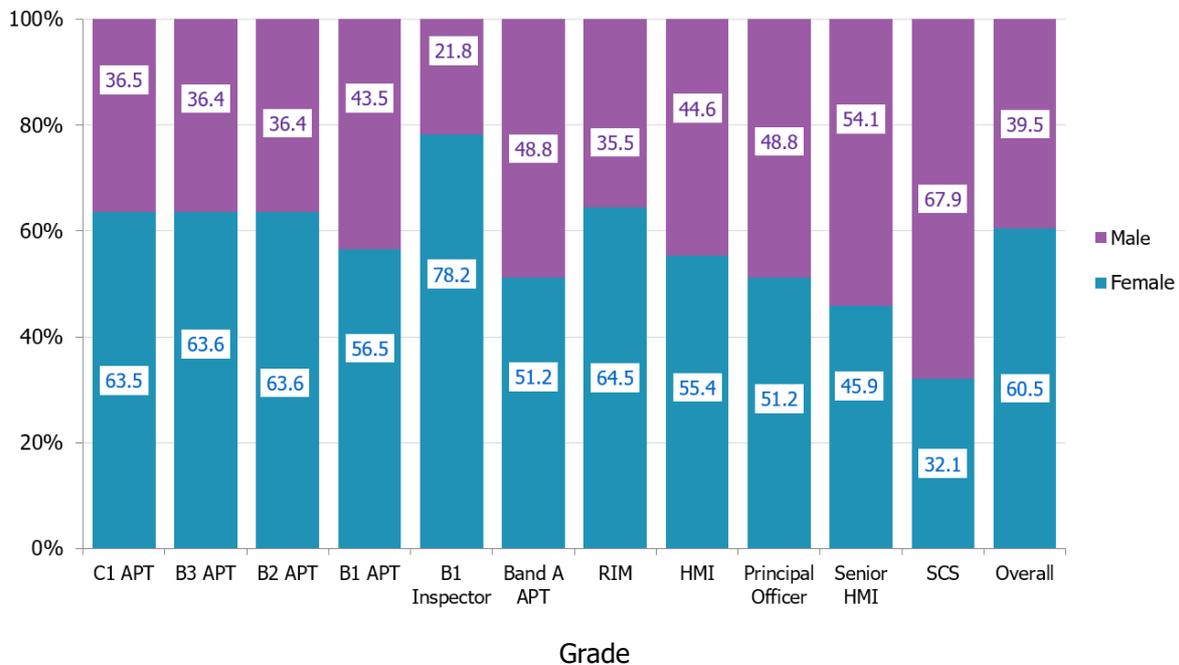
Grade	BAME % 2014-15	BAME % 2015-16	Difference (+/-)
B1 Inspector	9.7	8.6	-1.1
Band A	14.3	13.0	-1.3
RIM	N/A	6.4	N/A
HMI	5.2	4.2	-1.0
Senior HMI	5.2	1.6	-3.6

The RIM grade was created in 2015–2016 and, therefore, no previous data exists to provide a comparison for this report. There has been a decrease in the proportion of BAME employees at the inspector grades. We are working to increase diversity at inspector grades by providing shadowing opportunities through the Black Leadership Initiative for school leaders. We have introduced blind sifting and reviewed the

imagery and wording used within job advertisements and supporting documents to ensure that they are as inclusive as possible.

Gender profile

Figure 4: Gender split by grade

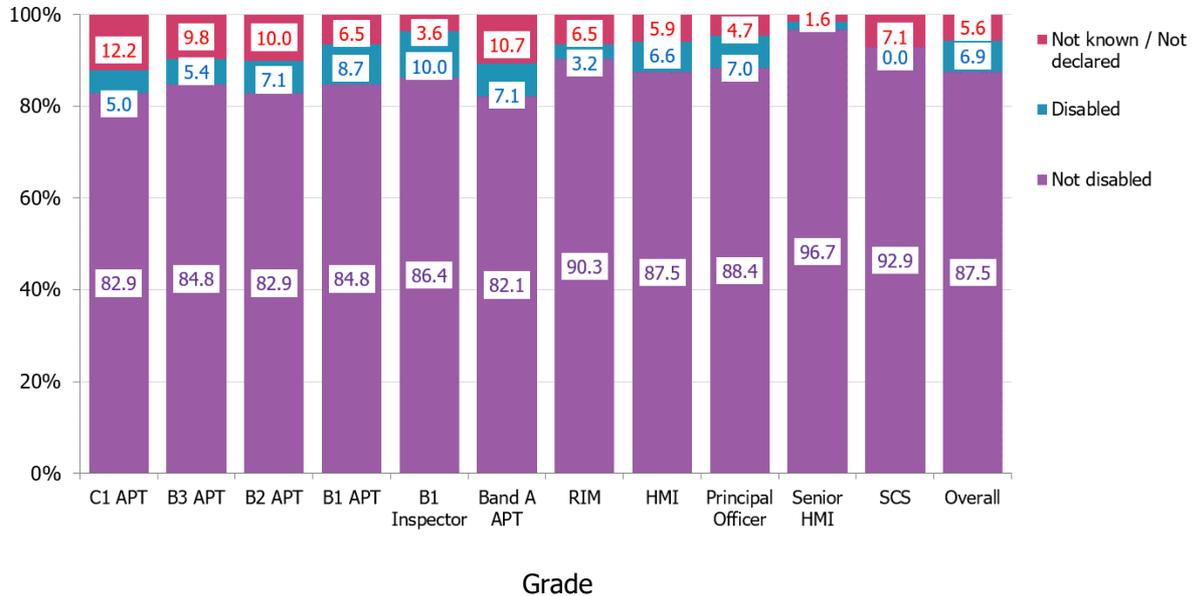


Our overall proportion of female to male employees is broadly in line with the previous year. At 32.1%, the proportion of female employees within the SCS grades has fallen below the Civil Service percentage of female SCS (40.1 %). However, this is in part due to the small population size of this group, and we expect this to be addressed over the coming months. Ofsted’s internal Talent Panel will develop bespoke succession plans for those in the SCS feeder grades (SHMI and PO) who are identified as talented by their managers, and who are looking to progress to the SCS.

The B1 Inspector grade continues to have the highest proportion of female employees, at 78.2%, and reflects the demographic of the sectors from which we recruit to posts at this grade.

Disability profile

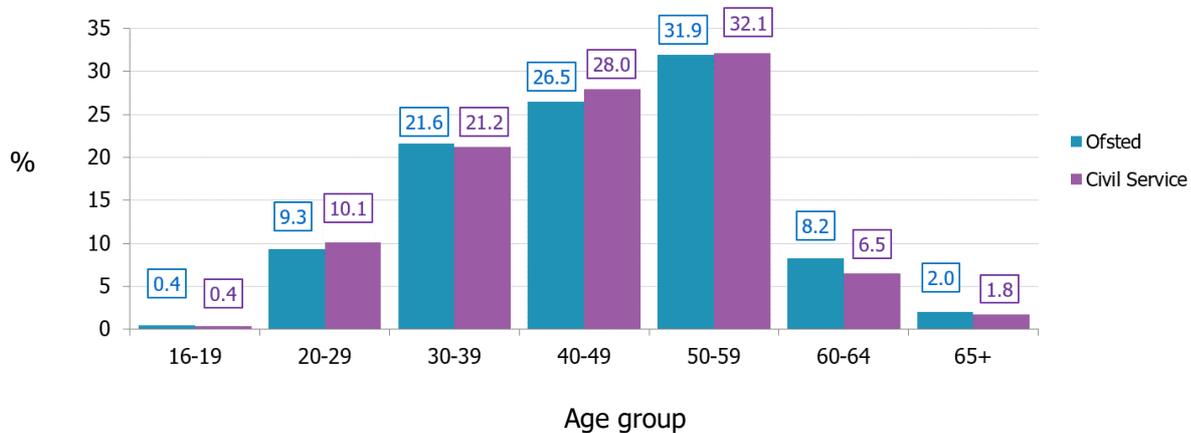
Figure 5: Disability breakdown by grade



The proportion of staff declaring a disability (6.9%) is broadly in line with 2014–15 figures (6.6%), and remains lower than the equivalent Civil Service figure of 9.2%. The overall percentage of non-declarations has increased from 5.6% last year to 7.6% this year, specifically in the C1 (+6.8%), Band A (+6.3%) and SCS (+7.1%) grades. We are engaging with the Disability at Work staff network to investigate this issue and develop ways to encourage employees to declare this element of their personal data.

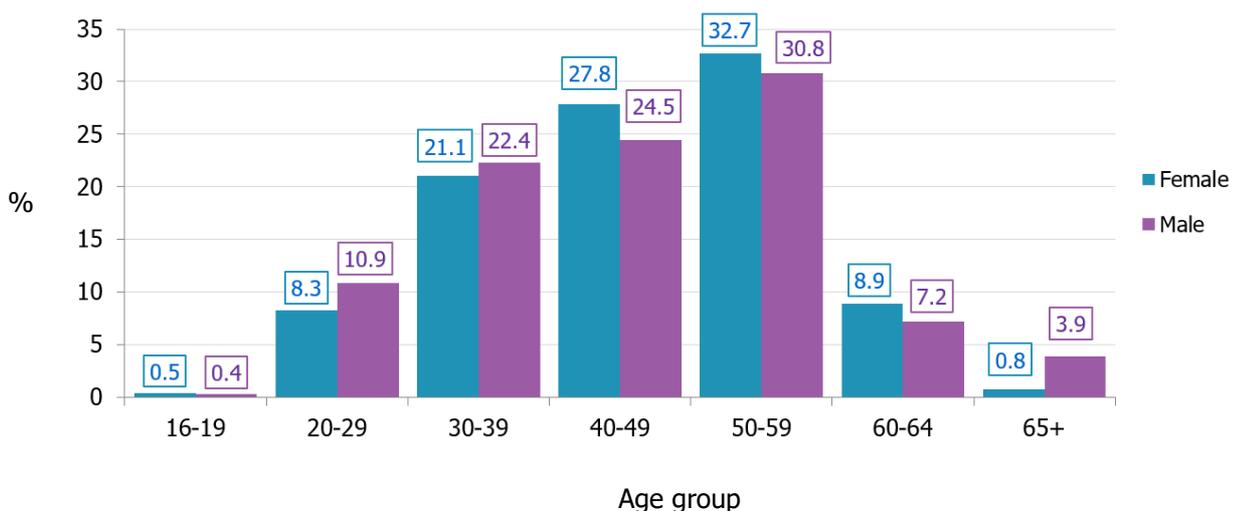
Age distribution

Figure 6: Ofsted compared with Civil Service – Age distribution



Although our workforce age profile continues to show that we have an older workforce compared with the wider Civil Service, as reported in previous years, this overall age distribution has been influenced by the requirement for experience at a senior level before individuals are able to work in an inspection role. However, we expect that the age distribution may change as applicants increasingly see a role with Ofsted as an important part of their long-term career development in the sector, rather than as a final career aim.

Figure 7: Age distribution by gender – %s derived from gender population



This reflects the gender profile of the organisation, with a slightly higher overall proportion of female to male and a higher proportion of staff in the age 40–49 and 50–59 age groups.

Sexual orientation profile

Figure 9: Sexual orientation breakdown of whole workforce

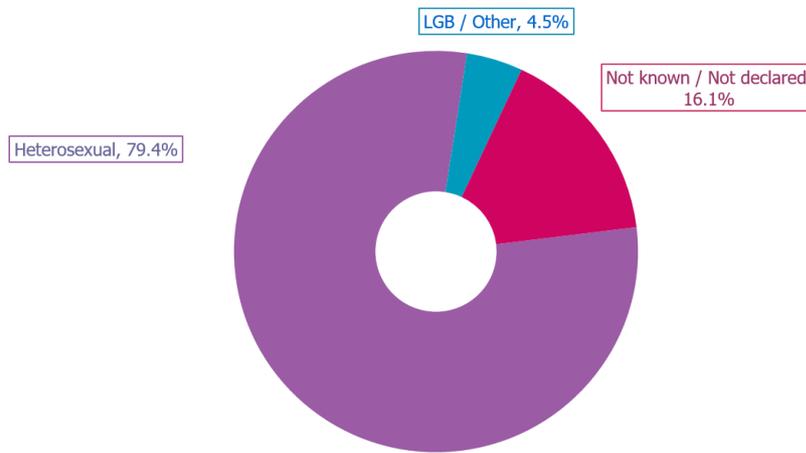
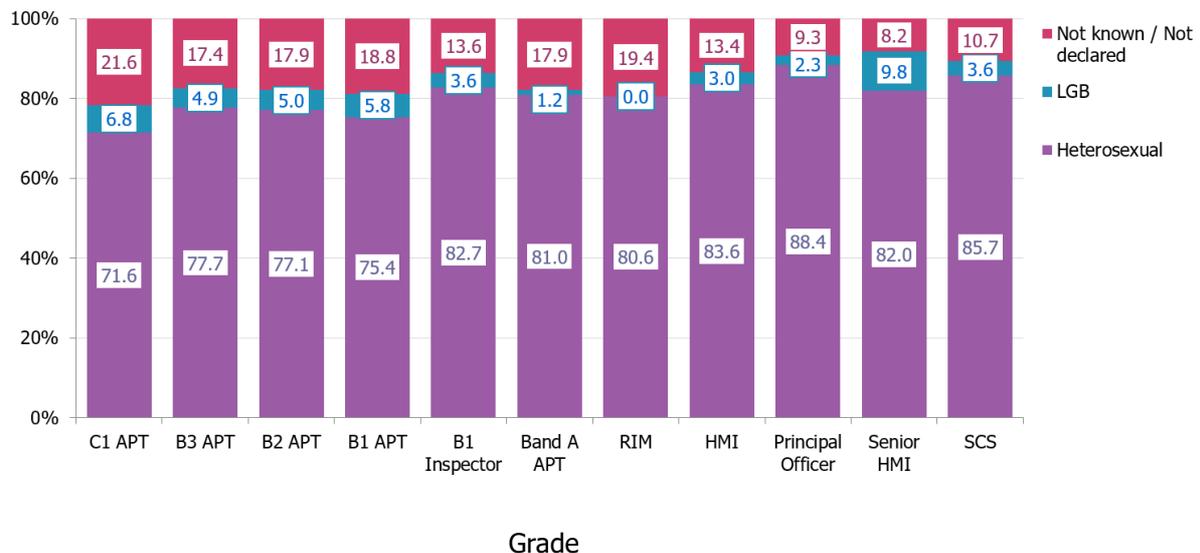


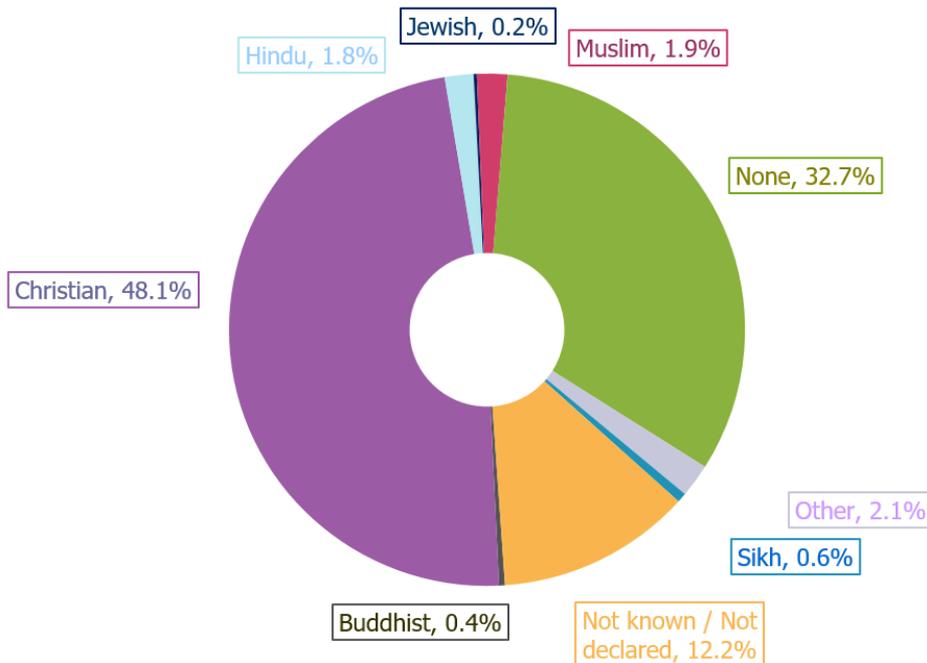
Figure 10: Sexual orientation breakdown by grade



Lesbian, gay or bisexual (LGB) employees are represented in all grades except for RIM. Six out of the 11 grades have seen an increase of 2.1% on average. Sexual orientation remains a characteristic where we support the wider Civil Service view that individuals have a right to refuse to reveal this data. In 2015–2016 we have seen a slight decrease in the workforce disclosing their sexuality: 83.9% down from 85.4% in 2014–15. We are working with the Lesbian, Gay, Bisexual and Transgender (LGBT) staff network to investigate the reasons behind this and develop ways to ensure employees feel comfortable and safe to declare this data.

Religion/belief profile

Figure 11: Religion of employees



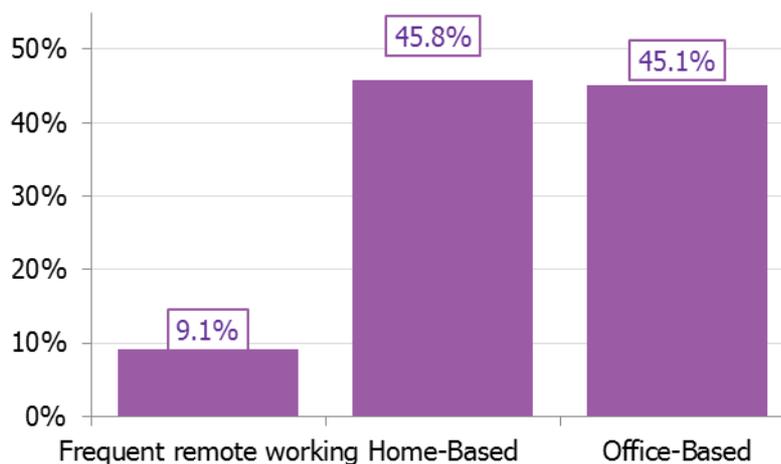
Of the 87.8% of employees for whom we hold this data, 32.7% have declared no religion or belief and 55.1% declared their religion or belief. This is a total decrease of 2% on last year, but still higher than figures for 2013–14 of 84%. The most common religion/belief remains Christian, followed by 'no religion', as has historically been the case.

Working patterns/flexible working profile

A high proportion (87.8%) of our employees work full time. This high percentage reflects the nature of our work and the need for continuity of expertise during inspections. With only 12.2% of employees working part time, we are unable to draw conclusions from a diversity breakdown of all part-time employees.

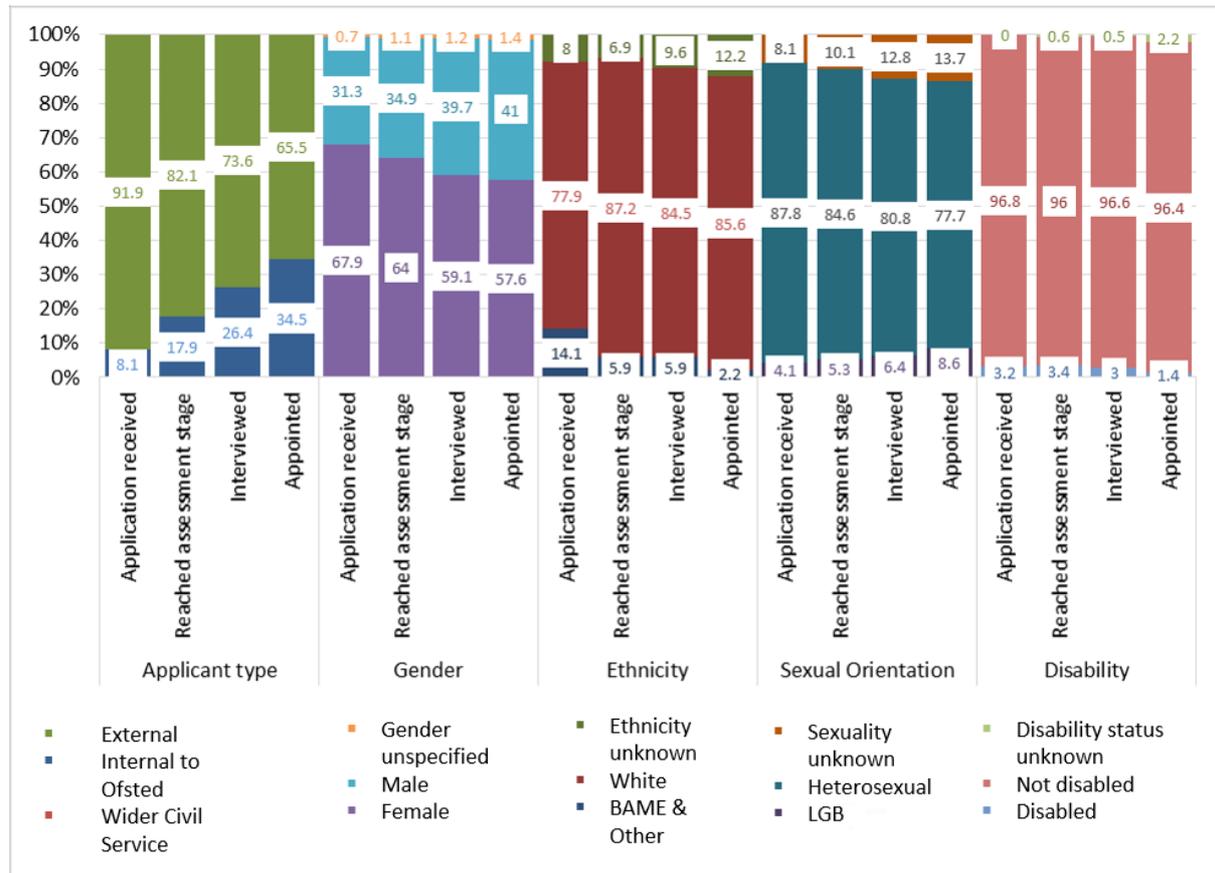
During 2015–16, 54.9% of our employees worked from home for two or more days per week, helping reduce the cost of the estate and giving the workforce greater flexibility. The profile of working arrangements is illustrated in the table below. For reference, we define frequent remote working as an agreed, regular pattern of more than one day and up to four days (up to 80.0% of work time) per week, on average, working at home.

Figure 12: Breakdown of working arrangements



Recruitment throughout 2015–16

Figure 13: Recruitment stages reached by applicant type for SCS and inspection posts



The majority of SCS roles are filled by internal candidates. However, for our inspection posts, we continue to fill most vacancies with external candidates, due to the sector knowledge and experience required for these roles. This year, however, shows a significant growth in the percentage of internal candidates at each stage of the recruitment process compared to previously reported figures. The percentage of internally appointed candidates has doubled since last year, increasing from 17.5% to 34.5% this year. An increased focus on talent management and succession planning has been a contributor to this increase.

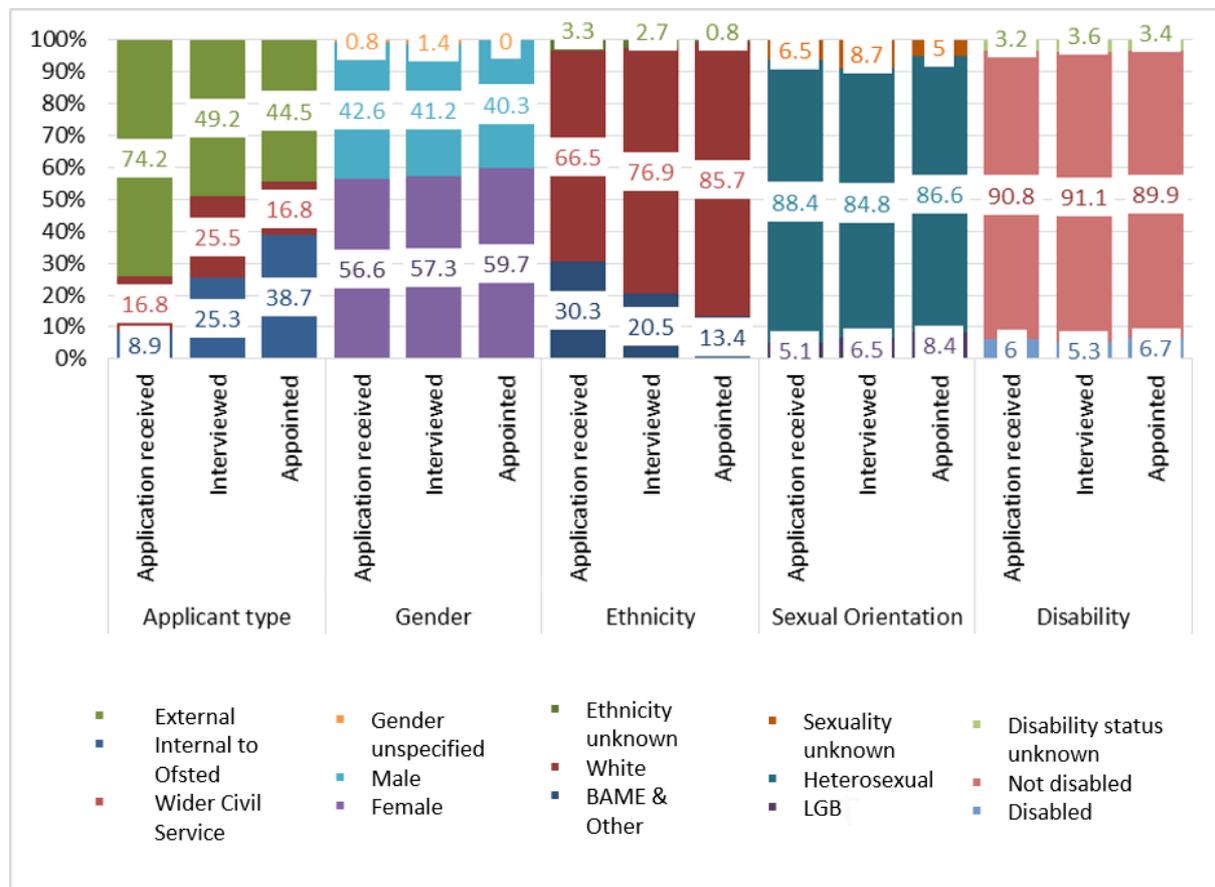
Although the percentage of applications received from female candidates (67.9% compared to 60.5% last year) is greater than those received from male candidates, the percentage of appointments being made to female candidates has decreased, from 63.3% last year to 57.6% this year, helping to close the gap on the proportion of female to male employees.

The percentage of applications received from BAME candidates has remained similar to last year and we have seen a decrease in the proportion of BAME candidates at each stage of the recruitment process, with the greatest drop being in the percentage of those succeeding at the appointment stage; this has reduced from 6.0% of appointments being made to BAME candidates last year to 2.2% this year. We will continue to seek alternative ways to attract more BAME candidates to our inspection roles, for example, by providing shadowing opportunities, rolling out unconscious bias training to recruiting managers and introducing blind sifting. Internally, we are aiming to support BAME candidates to equip them with interview skills. We will continue to explore other initiatives to address these trends.

The percentage of LGB candidates within each stage of the recruitment process has increased, with the percentage of appointments being made to LGB candidates increasing from 2.4% last year to 8.6% this year.

The proportion of disabled candidates throughout all stages of the recruitment process has remained in line with 2014–15. We have recently revitalised our disability network and will continue to work with it to better understand the barriers for this group.

Figure 14: Recruitment stages reached by applicant type non-SCS, non-inspection posts



This year has seen an increase in the number of appointments to non-SCS, non-inspection posts for female, BAME, disabled and LGB candidates.

Female candidates continue to be more successful than males with a drop in the percentage of male candidates appointed from 42.4% last year to 40.3% this year.

Almost a third of all applications received are from BAME candidates. In comparison to last year, there has been an increase in the success of BAME applicants at each stage of the process with the percentage of appointments improving to 13.4% this year from 9.9% last year.

There has also been a steady increase to the proportion of LGB candidates at each stage of the recruitment process with a higher percentage being appointed this year (8.4%) than last year (7.3%).

The percentage of disabled candidates appointed to roles has substantially increased from 2.6% last year to 6.7% this year. This is a significant improvement on previous years.

Retention and turnover throughout 2015-16

Table 3: Numbers of joiners and leavers breakdown by gender, disability and ethnicity

Diversity category	Joiners		Leavers	
	No.	%	No.	%
Male	94	35.9%	199	51.4%
Female	168	64.1%	188	48.5%
Not disabled	195	74.4%	147	38.0%
Disabled	15	5.7%	14	3.6%
Disability not known / not declared	52	19.8%	221	57.1%
White	209	79.8%	139	35.9%
BAME	24	9.1%	20	5.2%
Ethnicity not known / not declared	29	11.0%	228	58.9%

The table above illustrates the diversity breakdown of joiners and leavers.

Between 1 April 2015 and 31 March 2016, 262 employees joined Ofsted and 387 left. The table shows that a higher proportion of leavers are those whose protected characteristics are either not known or not declared.

Performance throughout 2015–16

We operate both performance management and performance related pay (PRP) schemes for all of our employees. Performance is measured and assessed against the objectives achieved, grade competencies and our core values. Overall, performance is rated at the mid-point and at the end of each performance year in three bands, Band 1 being the highest.

- The proportion of BAME employees rated Band 1 has continued to decrease from 16.4% in 2013–14, 14.1% in 2014–15 to 11.0% in 2015–16. People Survey (2015) results show 86.6% positive engagement with performance management for BAME employees.
- The differential between male and female staff in Band 1 has increased to 6.0% in favour of women from 0.4% in favour of women in 2014–15.
- The proportion of disabled employees rated as Band 3 has decreased from 5.4% in 2014–15 to 3.6% in 2015-16. These employees have increased representation at Band 1 ratings from 15.2% in 2014–15 to 19.0% in 2015–16. People Survey (2015) results show 64.1% positive engagement with performance management for employees with a disability, which is lower than other protected characteristics.
- LGB employees again received the highest proportion of Band 1 ratings (29.1%). However, this is a decrease from 2014–15 (-6.2%). People Survey (2015) results show LGB engagement with performance management is at 71.5%.
- People Survey results indicate high engagement with performance management for employees who have declared a religion or belief: Christian (72.7%); Hindu (67.3%); Muslim (82.2%); any other religion (68.9%).

We continue to work with our senior leaders and staff networks to develop targeted actions to bring performance management ratings for all protected characteristics in line with the overall workforce.

Learning and development throughout 2015–16

Equality and human rights are integral to all our learning and development activity. Employees are required and encouraged to take part in a wide range of learning and development opportunities.

During 2015–16, the following interventions took place to support employees and ensure that we promote equality, value diversity and challenge unfair treatment.

- Corporate induction courses and specialist technical induction training for inspectors included interactive presentations from the LGBT staff network.
- Induction programmes for managers ensured that all new managers gain the knowledge, skills and understanding of equalities and are able to uphold the organisation’s values in their management role.
- A bespoke online learning package in equalities continued to be mandatory for all new inspectors, with APT employees completing the Civil Service Learning equality and diversity e-learning package.
- We worked with Ofsted’s internal Talent Panel to design an approach to Unconscious Bias training.
- We continued to support the inspector shadowing scheme for aspiring college and school senior leaders, for Black and Asian people, accessed through the Network for Black Professionals
- We facilitated access to the Positive Action Pathways run by Civil Service Learning for BAME, disabled and LGBT staff.

Table 5: Course take-up by ethnicity, disability, gender and sexuality from 1 April 2015 to 31 March 2016

Course take-up by diversity category	% course take up	% workforce profile
Female	60.1	60.5
Male	39.9	39.5
Disabled	5.6	6.9
Non-disabled	81.5	87.5
Disability status unknown	12.9	5.6
BAME	10.1	9.8
White	80.4	84.6
Ethnicity unknown	9.5	5.6
LGB	3.7	4.5
Heterosexual	76.0	79.4
Sexuality unknown	20.3	16.1

This table shows the course take-up for mandatory, corporate and inspector training events during 2015–16. The figures indicate that course take-up is roughly in line with the organisational workforce profile.

Profile of disciplinary and grievance cases

2015–16 saw a marked decrease in disciplinary and grievance cases; 32 cases in total from 51 in 2014–15. This is despite the increased workforce of 1,456 from 1,366. Due to the low figures, we are unable to share this data at the risk of identifying individuals, and we should be careful in drawing any diversity-related conclusions from the data.

Pay and reward throughout 2015–16

The 2015–16 pay award commenced on 1 April 2015. While this maintained the core principles of the established pay strategy, the award also aimed to target the funds in areas that would make the greatest impact. In particular, it targeted the grades that do not benchmark well against the wider Civil Service and public sector, and those on the lowest pay.

Ofsted's pay arrangements are based on a single salary model – one of the purest forms of equal pay for equal work. We aim to continue to recruit and retain a skilled and motivated workforce within a pay framework that is attractive, affordable, equitable, transparent and simple to understand.

Ofsted offers two in-year reward schemes, the voucher-based Instant Recognition Scheme (IRS), and the cash-based In-year Performance Award (IPA).

Equality and Diversity actions

Progress against identified actions for 2015–16

2015-16 actions	Progress
<p>The review of all our employee forums will take place in 2016, which will include an assessment of the levels of accountability each forum has. Longer term, as part of the wider work to mainstream equalities, a new equality, diversity and inclusion group will be established in 2016, which will be responsible for ensuring that we comply with requirements outlined in the Equality Duty and that we publish and monitor performance against our equalities objectives. The three equalities forums will be renamed to better reflect their purpose.</p>	<p>The review of employee forum took place during 2015. The forum agreed that in order to effectively promote equality, they needed to work strategically and influence Ofsted’s policy and procedures. The employee forum became staff networks with a clearly defined link to the new Equality, Diversity and Inclusion (EDI) group. The EDI group was established formally in February 2016 and has representatives from Ofsted’s staff networks, policy teams, legal team, human resources, inspection staff and the trade union side. The first action of the EDI group is to publish Ofsted’s equality objectives in April 2016.</p>
<p>Specific sessions will be developed for inspectors around equalities and how it should be applied to inspections. The duty of providers and the role of the inspector in relation to the Equality Act 2010 will be covered in these sessions.</p>	<p>The Inspector Training Team (ITT) developed a session on ‘Implementing the Inspector Code’. This session was delivered to inspectors from January 2016 and aimed to develop greater awareness for inspectors in the following areas:</p> <ul style="list-style-type: none"> ■ emphasising the role of an inspector in complying with relevant guidance, such as the Equality Act, and codes of conduct ■ providing inspectors with the knowledge to assess the extent to which the school or provider complies with relevant legal duties ■ encouraging inspectors to be curious as well as compliant ■ discussing inspection practice and agreeing a consistent approach to responding to inspection scenarios.
<p>Our online equalities and human rights training will continue to be made mandatory for all new and existing inspection staff. The training covers content relating to the Equality Act; disability; conduct and behaviour; ethnicity, race and cultural awareness; and parenthood, caring and dependency responsibilities.</p>	<p>This has continued throughout 2015–2016.</p>

<p>We will continue our existing commitment to the Civil Service Summer Diversity Internship programme, which aims to provide work experience to undergraduates from BAME backgrounds, from disadvantaged backgrounds and/or with disabilities; and our commitment to the Black Leadership Initiative to offer shadowing (of schools inspection) opportunities via the Network of Black Professionals.</p>	<p>Four summer interns joined Ofsted for 6–8 weeks during the summer, in our policy teams in London. This was a valuable experience for both the interns and the teams that they joined. We intend to continue to take on Summer Diversity Interns in future years.</p> <p>We continued to work with the Black Leadership Initiative during 2015–16 to offer shadowing opportunities to aspiring leaders within the school’s sector. We were aware that funding for this initiative was becoming tighter and agreed to fund additional aspect of this programme.</p>
<p>With the Ofsted talent panel now in place, we will ensure that the panel specifically focuses on activity and opportunity for staff in under-represented groups.</p>	<p>The Talent Panel has discussed the progress of individuals within under-represented groups and has committed the organisation to a number of actions including changes to development opportunities and recruitment practice.</p> <p>The Talent Panel is working with the training teams to change the approach to Unconscious Bias training. This will include:</p> <ul style="list-style-type: none"> ■ promoting the e-learning for all staff, (previously mandatory for all managers) ■ developing and delivering face-to-face unconscious bias to all recruiting managers and those most heavily involved in recruitment ■ delivering a mandatory unconscious bias training session for all SCS.
<p>We will continue to promote The Civil Service’s Positive Action Pathway (developmental schemes) and to provide the required funding for staff to join these.</p>	<p>Access and funding to the Positive Action Pathways continued to be offered to Ofsted staff.</p>
<p>All recruitment imagery and documentation will be reviewed to ensure that communications feature positive and senior BAME imagery and language and to move towards a blind sifting process.</p>	<p>We have adopted a process for the ‘blind sift’ of applications. Sift panel members make their recommendations based on candidates’ qualifications and training, employment history and statement of suitability. This information allows them to determine how well candidates meet the essential knowledge, skills and qualifications criteria. No personal information, such as name, is shared with these panel members. Apart from the launch of the Amplify Your Impact site (for HMI, Social Care) we have not yet reviewed our attraction and recruitment</p>

	materials.
We will continue to monitor our workforce profile through our regular reports, highlighting areas of concern to Ofsted's Executive Board.	This activity continued in 2015–16.
We will complete an Equal Pay Audit to assess whether there are any significant differences in pay depending on gender, ethnicity, and sexual orientation.	This activity is now an annual process.
We will re-launch the reasonable adjustments passport to reinforce the importance of its use, to ensure disabled colleagues are able to access the support they need.	We have delayed this piece of work due to the introduction of a cross-Civil Service 'workplace adjustment passport', which we intend to introduce in place of our current passport. In the meantime, we have continued to promote use of the passport through the Disability at Work network and through line managers.

Actions for 2016-2017

Following the publication of our new published Equality Objectives for 2016–2020 2016–17, we will no longer be setting out actions within this report. Any actions identified through the compilation of this report will instead be embedded within the action planning for delivering these objectives. Progress against these actions will be reported annually through Annual Report and Accounts.

Annex A. Ofsted grade structure

Ofsted's current grade structure broadly compares to the wider Civil Service grades, as outlined in the table below.

Ofsted grading structure and Civil Service (CS) equivalent	
Senior Civil Service (SCS)	
Inspector job family	APT job family
Senior HMI CS equivalent – Grade 6	Principal Officer CS equivalent – Grade 6
HMI CS equivalent – Grade 7	Band A APT CS equivalent – Grade 7
RIM CS equivalent – Grade 7	
B1 Inspector CS equivalent - Senior Executive Officer	B1 APT CS equivalent - Senior Executive Officer
	B2 APT CS equivalent – Higher Executive Officer
	B3 APT CS equivalent – Executive Officer
	C1 APT CS equivalent – Administrative Officer



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