

27th August 2020

Forwarded by Email: request-681826-a32800e9@whatdotheyknow.com

Dear Dr Karamat Iqbal

Re: Freedom of Information Request

Further to your email dated 4th August 2020, I am now in a position to respond to your FOI request.

YOUR REQUEST

Please, can you supply the following information

1. Data on Bangladeshi, Black Caribbean, Indian, Pakistani/Kashmiri and White heritage students, employees (teachers, non-teaching employees) by grade and governors.
2. Details of any Positive Action programmes to address any under-representation in the workforce and governing body of any of the above groups.

THE COLLEGE'S RESPONSE

Question 1

Data for Governors

Ethic Background	Numbers	Total Governors
Black/British Caribbean	2	
White / English	2	
White / British	10	
White / Polish	1	
White / Irish	2	
Asian / Pakistani	2	
Asian/Indian	1	
Indian / Other	1	
		21

Data for employees

- Please see attached report document for employees data

T: 0121 694 5000 | E: hello@sccb.ac.uk | www.sccb.ac.uk

Data for students

- Please see attached college profile report for students

Question 2

- For governors the governing body does not have any action plan for under representation of the board as the board is relatively diverse.
- Please see attached recruitment and selection code of practice and Equality and Diversity Action plan 2019-2020.

YOUR RIGHTS

If you believe that the College has not dealt with your request in accordance with the FOIA, you have a right to appeal via the College's internal complaints department. Please send a letter detailing your concerns addressed to Customer Feedback Office, South & City College Birmingham, Hall Green, Birmingham, B28 8ES. If you remain dissatisfied when that procedure is exhausted, you may appeal to the Information Commissioner (<https://ico.org.uk>).

Please do not hesitate to contact me if I can be of any further help.

Yours sincerely



Hahna Akhtar

**Solicitor
Legal Service Department**

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Digbeth Campus
High Street Deritend
Digbeth
Birmingham
B5 5SU
T: 0121 702 1009

Hall Green Campus
Cole Bank Road
Hall Green
Birmingham
B28 8ES
T: 0121 694 5003

Handsworth Campus
The Council House
Soho Road
Birmingham
B21 9DP
T: 0121 702 1039

Bournville College
1 Longbridge Lane
Longbridge
Birmingham
B31 2AJ
T: 0121 702 1037

Bordesley Green Campus
Fordrough Lane
Bordesley Green
Birmingham
B9 5NA
T: 0121 702 1061

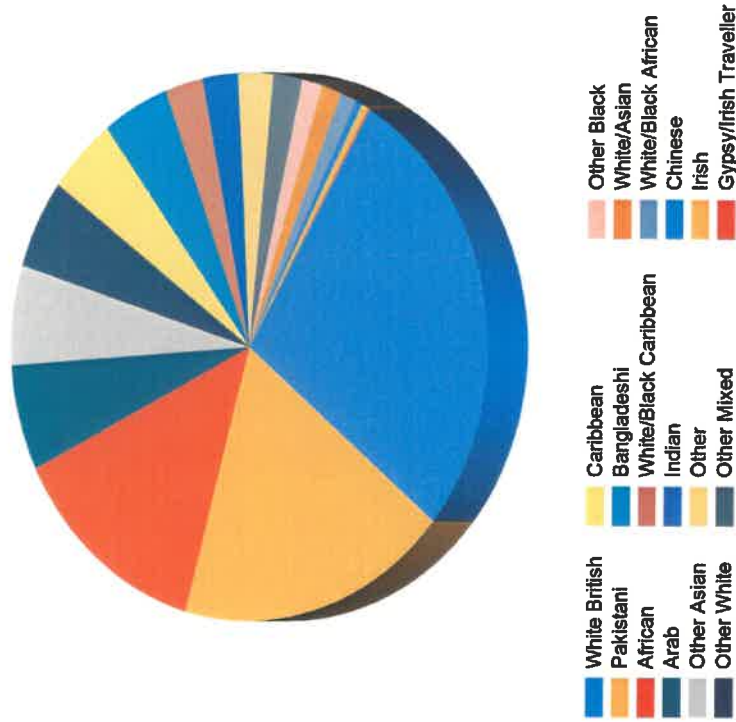
Fusion
334-339 Bradford Street
Digbeth
Birmingham
B5 6ES
T: 0121 644 2250

Golden Hillock Women's Centre
103-105 Golden Hillock Road
Small Heath
Birmingham
B10 0DP
T: 0121 644 2853

Bournville College Construction
& Building Services Centre
3 Devon Way
Longbridge
Birmingham
B31 2TS
T: 0121 702 1037

[illegible]

Ethnicity					
2019/20 Headcount	Classroom Full-time	Classroom Part-time	Apprenticeship	Higher Education	Total
White British	1,393	2,757	535	141	4,826
Pakistani	1,490	1,569	54	89	3,202
African	518	1,780	16	28	2,342
Arab	329	742	4	20	1,095
Other Asian	239	762	7	19	1,027
Other White	241	632	15	31	919
Caribbean	309	448	24	28	809
Bangladeshi	228	542	4	17	791
Not Provided	81	611	32	7	731
White/Black Caribbean	184	234	21	9	448
Indian	120	267	24	12	423
Other	79	332	0	2	413
Other Mixed	122	212	5	6	345
Other Black	75	161	1	7	244
White/Asian	83	129	7	10	229
White/Black African	41	150	0	0	191
Chinese	21	60	1	2	84
Irish	23	49	3	4	79
Gypsy/Irish Traveller	11	10	0	0	21
Total	5,587	11,447	753	432	18,219



RECRUITMENT AND SELECTION CODE OF PRACTICE

Commitment to Equality & Safeguarding in Recruitment

In the pursuance of its Strategic Objectives South & City College Birmingham strives to ensure that all recruitment & selection activity reflects and promotes good practice and is underpinned by its Equality & Diversity and Safeguarding Policies. South & City College Birmingham expects all staff to share their commitment to the values outlined in these procedures.

The College's Equality and Diversity Policy states:

"We are proud to be a multi-cultural, multi-racial College and are striving to be an inclusive organisation where individual differences are accepted and valued and where everyone is able to fulfil their potential. The College is opposed to all forms of racism, sexism, or any abusive and discriminatory behaviour on the grounds of age, disability, gender, race, religion or belief, sex, sexual orientation, marriage & civil partnership and pregnancy & maternity. The College believes that all learners and staff are entitled to respect and parity of esteem and to work and study in a welcoming, safe and non threatening environment."

The College's Safeguarding Policy states:

"South & City College Birmingham has a statutory and moral duty to safeguard and promote the welfare of children and vulnerable adults receiving education and training at the College."

While the procedures described in this Code will be followed for the vast majority of appointments made by the College, it is recognised that there may be circumstances in which they will not be appropriate. In these cases (e.g. recruitment of casual staff) different procedures may be agreed with Human Resources (HR). Please note that different procedures may not be used without prior agreement from HR.

Whilst it is appreciated that it may not be practicable to adopt some of the detailed procedures included in this Code in certain circumstances, e.g. cases of internal redeployment; where funding is provided for a post to be taken up by a specified individual; short term appointments of 3 months or less, the College nonetheless requires that the principles and ethos of the Equality & Diversity and Safeguarding Policies are applied at all times.

This Code applies to all individuals involved in the recruitment and selection of staff at the College. The Senior Executive Team (SET) must ensure that this Code is brought to the attention of all staff involved in any stage of the recruitment and selection process.

It is the responsibility of every person involved in the recruitment and selection process to follow the Code and seek advice from HR, when and if necessary, on its correct use. Any person who discriminates directly and/or indirectly during the recruitment and selection process or fails to consider safeguarding issues may render both themselves and the College liable in law. Consequently the College reserves the right to instigate disciplinary action against any member of staff who knowingly breaches this Code of Practice.

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Confidentiality

The name and personal details of candidates at all stages of the recruitment and selection process must be treated as strictly confidential in order to comply with confidentiality and to ensure that no applicant, particularly someone already working in the College or who has contacts with College staff is given an advantage.

Treatment of internal and external candidates

It is important that when internal candidates are being considered alongside external candidates nothing is done which gives either an advantage or a disadvantage to an internal or external candidate or which could give the appearance of doing so.

The line of questioning to be expected must never be discussed with any of the candidates. The interview format must not be disclosed to one candidate unless it is disclosed to all. Discussions about the interview are best avoided.

Applicants with a disability

All applicants who inform the College that they have a disability are guaranteed an interview provided they meet the minimum requirements for the role. Any candidate with a disability will not be excluded unless it is clear that the candidate is unable to perform a duty that is intrinsic to the role, having taken into account reasonable adjustments. Reasonable adjustments to the recruitment process will be made to ensure that no applicant is disadvantaged because of his/her disability. Furthermore, all applicants will be asked whether they have special needs/requirements for their interview which the college will meet so as not to disadvantage the applicant in any way.

Complaints Procedure

Every applicant has the right to enquire about the reasons for non-selection for a shortlist or the reasons for non-selection at interview. The Recruiting Manager will be responsible for providing the information to be given to unsuccessful applicants. Decisions must be based on skills and abilities for the post and not on identity issues or characteristics and written notes should reflect this. It is important, therefore, that full and adequate notes are kept and that the reasons are honestly and openly communicated to an enquirer. Should an enquirer indicate any dissatisfaction with the explanation given, his/her attention should be drawn to the Complaints Procedure which they may pursue.

Complaints from job applicants should be in writing and addressed to the Executive Director of Human Resources who will ensure that they are investigated and that a response is given to the complainant.

An individual who makes a complaint by these means does not prejudice any statutory rights to complain to an Employment Tribunal or to seek advice and assistance from any other appropriate body.

The College will seek to protect individuals from any form of victimisation arising from their making any complaint or taking other action in relation to the relevant legislation.

RECRUITMENT & SELECTION PROCESS

STAGE 1 - Obtaining Authorisation to Recruit

- 1.1 Identifying the resource need
- 1.2 Discussions with HR and Finance
- 1.3 Completing the Request for Staff Appointment form
 - 1.3.1 Preparing a Job Description & Personal Specification
 - 1.3.2 Supplementary Information
 - 1.3.3 Preparing a Draft Advert
 - 1.3.4 Consideration regarding internal / external advertising and media used (Approved Vacancy form)

1.1 Identifying the resource need

- a) In order to obtain approval for filling a vacant post the recruiting manager or person responsible for the vacancy must be able to demonstrate that the post continues to be necessary. Whenever there is a perceived need for a post it is important that considerable thought be given to the staffing requirements, strategy and plans of the Faculty/Division as a whole. It will be necessary to establish how any new appointment will bring maximum value to the work of the area and complement the strategic aims of the Faculty/Division overall.
- b) At the point which the Director/other person responsible consider that a perceived resource need exists they must contact HR and Finance to discuss matters further.

1.2 Discussions with HR

- a) The purpose of the discussions with HR will be to:
 - Ensure that all alternative means of meeting the perceived need for a post, such as reallocating existing resources from within the Faculty/Division or restructuring of processes or existing roles, have been explored fully.
 - Explore whether a re-deployment from another area of the college might be appropriate/possible.
 - Check that the post being proposed is defined and designed in a way most appropriate to meeting the Faculty/Division's perceived needs.
 - Check that the funding for the post is budgeted for.
- b) As a result of those discussions, provided that the resource need has been determined and agreed and available funding for the post has been confirmed, the Faculty Head/Director must complete a Request for Staff Appointment (RSA) form and submit this direct to HR.
- c) Request for Staff Appointment form: Elvis/Human Resources/Forms/10. Staffing Changes

1.3 Completing the RSA Form

- a) An RSA Approval form is needed for all posts.
- b) Where the release of new or additional funding is required in order to finance an appointment it will be necessary for the Faculty Head/Director to prepare a business case to be considered by SET (Senior Executive Team). The case must establish the need for the post in a business context (e.g. evidencing how any new investment would produce new income streams or enhance existing ones to a level where the post would be in effect self-financing within an acceptable timeframe, or an increase volume of work due to increase in the number of students catered for. Alternatively it might demonstrate how not making an appointment would damage the core business of the area in a way that would result in a significant loss of income). The ultimate responsibility for approval of all business cases rests with SET.
- c) The RSA form must be approved by SET before it can be processed by HR.
- d) The RSA must be approved by SET before it can be advertised.
- e) Once the approved RSA has been received by HR it will be allocated a reference number and details of the post will be inputted onto the College's recruitment system.

1.3.1 Preparing a Job Description & Personal Specification

- a) A Job Description must be prepared for the vacancy. The Job Description is normally broken down into two sections; the main purpose of the post, and specific duties, tasks and responsibilities undertaken. Guidance for Job Descriptions may be taken from those of previous incumbents. Care should be taken to ensure that the Job Description continues to reflect current circumstances and does not contain duties and responsibilities that could only be assumed by the previous job holder. It is important to ensure that Job Descriptions, including titles are gender non-specific and that other language used in the documentation is unbiased in view of equality legislation and the College's equality and diversity policies.
- b) The Personal Specification is sometimes referred to as criteria for selection. This will specify the necessary requirements of the post; i.e. those requirements that are essential and those that are desirable under the categories of qualifications, experience, skills and abilities and personal qualities.
- c) It is important to spend some time to get these criteria accurately worded as applicants will be assessed against these at both the short-listing and interview stages.
- d) Essential and desirable requirements relate to the post and care should be taken to ensure that they do not lead to unjustified exclusion of particular groups. It is important to consider carefully how relevant each criterion really is for the job being advertised since once the criterion are agreed and published they cannot be amended.
- e) It is at this stage that positive action should be taken to redress any perceived imbalances in the staffing numbers of a faculty/school/division. SET, Faculty Heads and Directors must consider, for example, which groups have been under-represented in their area over the previous twelve months

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and decide what positive encouragement can be given to individuals from such groups to apply for the post that has arisen.

This may affect the way in which the Personal Specification is drawn up, the wording of the advertisement, where it is to be placed and the information to be provided in the further particulars. Care must be taken in the terminology and language used in the Personal Specification so that barriers are not unwittingly introduced or perpetuated. At all times the emphasis must be on skills and abilities needed for the post and not on identity issues or characteristics as this will also reduce the possibility of unintentional discrimination occurring. It is important to ensure that Personal Specifications, including job titles, are not gender specific and that other language used in the documentation is unbiased in view of equality legislation and the College's equality and diversity policies. Further advice can be sought from HR or the Equality and Diversity unit.

f) A Job Description & Personal Specification template can be obtained from HR.

1.3.2 Supplementary Information

a) In addition to the Job Description and Personal Specification candidates will require certain supplementary information. This should include details of:

- Salary / Grade
- The nature of the contract on offer (e.g. whether it is indefinite or fixed term (and if so why and for what duration))

1.3.3 Preparing a Draft Advert

a) When drafting an advert it is important that the wording and content are underpinned by and in line with the information supplied in the Job Description and Personal Specification.

b) Consideration should be given to the current diversity within a department with a view to encouraging applicants from under-represented groups. The advertisement should convey the message that any suitably qualified candidate can apply but applicants from under-represented groups will be particularly welcomed.

IMPORTANT NOTE: At all times all information produced should be written in a way which is most likely to respond to the questions/interests of applicants, avoids gender specific language and does not assume that potential applicants are from specific backgrounds. Assumptions should not be made regarding required attributes for the post holder beyond specific skills and abilities that are strictly needed for the post. If pictures or graphics are used, these should reflect diverse groups bearing in mind the areas covered by legislation and College policies.

c) Once completed the Job Description, Personal Specification, Supplementary Information and Draft Advert must be provided with the RSA to HR

d) HR will format the draft advert into the college's standard template to include reference to the college's commitment to E & D, Safeguarding and Investors in People.

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1.3.4 Consideration regarding Internal/External Advertising

An approved vacancy form must be prepared for the vacancy by the recruiting manager with HR. The approved vacancy form is broken down into three sections;

- a) Considering where the vacancy should be advertised, the closing/shortlisting and interview dates.
- b) Interview details – location of the interviews, rooms, interview tasks & equipment required etc
- c) HR progress for the vacancy

STAGE 2 – Advertising Vacancy and Receipt of Applications

2.1 Advertising Vacancy

2.2 Receiving and Responding to Enquiries

2.3 Issuing Applicant Packs

2.4 Receiving and Recording Applications

2.1 Advertising Vacancy

- a) It is the responsibility of HR to place all the College's adverts in relation to job vacancies
- b) Vacant posts which have been approved for filling should be advertised internally and externally, where agreed, giving a fixed closing date.
- c) In some cases, internal only advertisement may be approved, for example where there are a number of eligible potential applicants within the College, and the vacancy would represent an opportunity for promotion.
- d) Advertising requirements will vary greatly depending on the kind of post that has become vacant. For example, where a post is not specialised and likely to be extremely popular e.g. General Duties Porter, it may not be a requirement to advertise in the press. However, as a minimum for external advertisement the post will be advertised on the College's website.
- e) Where possible, consideration should be given to extending the publications/media where the advertisement is placed to include other media and avenues that will reach under-represented groups, e.g. via community groups or on specialist websites such as the Network for Black Professionals. Further information and advice can be sought from HR.

2.2 Receiving and Responding to Enquiries

- a) Enquiries relating to advertised vacancies will normally be received direct by HR. Any enquiries/requests for application forms etc. received via other routes/contacts must be directed to HR and can be forwarded to DigbethHR@sccb.ac.uk.

2.3 Applications

- a) Vacancies inviting online applications will include an apply button in the advert posted on the College's Job Vacancies page

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- b) The job description and person specification for the vacancy will normally be available online.
- c) Clicking on that button will take applicants to the Web Recruitment System
- d) Applicants must register (if they have not done so before) and then log in to access the online application form.
- e) Where a vacancy at the College accepts online applications, applicants will normally be expected to apply using this method.
- f) If applicants are unable to apply online, for example, because they have a disability which prevents them from doing so, they should contact HR in order to request an application form in an alternative format.

2.4 Receiving and Recording Applications

- a) Applicants may save their applications and return and complete it at a later stage by clicking the 'Save' button.
- b) Applications will then be saved and can be modified at any time up to the closing date for the vacancy. To apply for a vacancy candidates must submit their application by clicking on the submit button. After this has been done applications will not be able to be modified.
- c) Completing an online application offers many benefits, including guaranteed delivery and immediate confirmation of submission.
- d) Equality & Diversity monitoring data, which is provided in confidence by applicants, does not form part of the information provided for shortlisting. Application forms will be anonymised for short listing processes.

STAGE 3 – Short listing Candidates in Preparation for Interview / Selection process

- 3.1 Compiling Short listing Pack for Recruiting Area
- 3.2 Short listing Applications
- 3.3 Preparation for Interview including requests for references
- 3.4 Feedback to Unsuccessful Candidates

3.1 Compiling Short listing Pack for Recruiting Area

- a) HR will arrange for the collection of a 'Short listing Pack' to the 'contact person' nominated by the recruiting area.

The Short listing Pack will contain the following:

- All (copied) application forms received from applicants. The personal details including names (Section 1) will be hidden and Equality & Diversity Monitoring form will be removed from the applications and retained by HR for the duration of the process; no CV's (Curriculum Vitae's) will be accepted and used for the purpose of the short listing process.
- A Short listing feedback form (drawn up from the personal specification form) for completion and approval by the recruiting manager for each applicant. The applicants will be listed on the short listing and application forms by unique identifier numbers and, the applicants personal details (section 1 of the application form) will be hidden from the recruiting manager.

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- All application forms received for the vacancy. If being collected the recruiting manager will sign for receipt of the pack.

3.2 Short listing Applications

- a) The recruiting manager is ultimately responsible for approving the final short list.
- b) The Personal Specification must be used as the basis for short listing decisions and no other criteria should be introduced at this stage.
- c) The recruiting manager (s) should assess each application against the Personal Specification.
- d) Where more than one manager is responsible for the short listing process, pre-selection of a few applications by one member of staff is not acceptable. Neither is it an acceptable practice for two or three people to divide the applications among them for consideration separately. All applications must be seen by all those sharing in the responsibility for short listing.
- e) A sift should be conducted on the basis of both essential and desirable characteristics. Care must be taken to treat candidates equally and at all times the emphasis must be on skills and abilities needed for the post and not on identity issues or characteristics.
- f) The recruiting manager (s) must record detailed reasons as to why applicants were or were not short listed for interview and sign each of the short listing forms which should be returned to HR with the application forms.
- g) HR on receipt of the short listing forms and where permission has been granted by the candidate, will obtain references.

3.3 Preparation for Interview

- a) Agree interview panel members as per Approved Vacancy Form – should include the head of department, another member of staff from the recruiting division and a representative from HR. The recruitment process must also include practical elements with specialist members of staff having input into the final selection process. For example a member of the Quality team to observe and feedback on the quality of the micro teach or a technical specialist to feedback on practical tests / tasks.
- b) The interviewing panel to include a member of HR trained in Safer Recruitment in FE should be a representative group, i.e. contain a mixture of men and women and ethnicities that have a direct involvement or interest in the appointment. This is especially important when the post is likely to attract a wide field of applicants from a diversity of backgrounds. Agree interview date as per Approved Vacancy Form when all panel members are available. Care must be taken to avoid scheduling interviews at times of major religious festivals which may discourage or disadvantage some candidates.
- c) Manager compiles questions all candidates will be asked during their interview. Care must be taken to ensure that open questions which are to be asked of all candidates focus on evaluating candidates' suitability for the role. Questions should be clear and unambiguous and should be finally checked by HR to ensure they do not breach current legislation.
- d) Template for Interview questions and feedback form for questions and tasks

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e) Consider interview locations as per Approved Vacancy Form which must be accessible. Consideration must be given to any adjustments that may be needed where candidates may declare a disability.

3.4 Feedback to unsuccessful applicants

- a) It is the responsibility of the person who completed the short listing to provide feedback to any candidates who request it.
- b) Feedback should be based on the information contained in the completed short listing pack and should relate to the criteria identified on the post specification.

STAGE 4 – Selection and Decision

4.1 Selection Criteria

4.1.2 Considering Selection Exercises

4.2 Informing candidates of interview

4.3 Information for interview panel members

4.4 Interviewing candidates

4.5 Additional parts of the process

4.6 Making a decision

4.1 Selection Criteria

- a) At a minimum, all shortlisted candidates should attend a 30 minute interview to assess their experience, skills and knowledge and personal qualities against the post specification.
- b) In addition to the interview a task must be included which may provide the panel with more information with which to assess the candidate's suitability for the post. All teaching positions must undertake a micro-teaching session to a pre-arranged panel including a TLC/student audience as part of their interview process.
- c) Personality profiling as and when required.

4.1.1 Considering Selection Exercises

- a) The decision making process at the interview stage can be improved if information additional to that available from the application form, references and interview is available. Such information can be gleaned from an exercise designed to assess the ability of shortlisted candidates to carry out a task relevant to the duties of the post for which they are being considered. This may be especially important where an attribute required is not easily evaluated by an interview or a reference. It should not be assumed that the acquisition of formal educational qualifications will, in itself, enable a candidate to perform the tasks of the post.
- b) It is important that consideration be given as to whether a selection exercise might be appropriate for the post in question and what form any exercise might take. It is recommended that all selection procedures have at least one other element besides the interview. The choice of exercise(s) will depend on the requirements of the post. When using a task care must be taken to ensure that the task focuses purely on relevant and essential skills and abilities and is not set up, designed or administered in any way that may disadvantage any potential applicant. The HR team will offer

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advice and support in the selection of these tasks and exercises. Specialist staff must be used to score the exercise.

Examples of tasks are:

- Typing tests for secretarial/administrative posts.
- Interpretation of financial information or a mathematics test for a post involving finance.
- Case study or in-tray exercise for jobs where prioritising workload is important.
- Delivering a short lecture, presentation or running a seminar to a group of people on a subject which all candidates could be expected to cover;
- Literacy and numeracy tests
- Personality profiling as and when required.

c) Where appropriate, shortlisted candidates should be provided with details of any exercise in an e-mail and/or letter inviting them to interview.

4.2 Informing candidates of interview

a) Candidates must not be invited for interview until the shortlist has been approved.

b) HR is responsible for inviting candidates to attend the interview.

c) Candidates should ideally be given at least 7 days notice of interview to allow them to make arrangements to attend. Care must be taken to avoid scheduling interviews at times of major religious festivals which may discourage or disadvantage some candidates.

d) All candidates must be requested to produce their identity documents for right to work and relevant qualifications at interview.

e) Interview locations must be accessible and consideration given to any adjustments that may be needed where candidates have declared a disability. Candidates are asked to contact HR with any specific requirements prior to the interview.

f) Candidates are entitled to claim for out of pocket expenditure within agreed limits by prior arrangement with HR and the Recruiting Manager. Claims should be submitted to HR for processing.

g) All candidates should be interviewed on the same day. In the event that a candidate is unable to attend on the day it may be possible to reschedule, however the process must be the same and involve the same panel members and should be held within a reasonable time of any other interviews for the same campaign. Interviews may not be rescheduled unless all panel members can be present.

4.3 Information for interview panel members

a) HR is responsible for providing the Chair and Members of the interview panel with the following information:

- A copy of the applicant packs which was sent to candidates including the job description and personal specification.
- A copy of the application form for all shortlisted candidates and references.

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- Agreed Interview Questions with interview feedback form for completion for each candidate, to be returned and retained in HR

4.4 Interviewing candidates

a) The panel should have a pre-meeting for at least 15 minutes prior to the first interview. The purpose of the pre-meeting is to:

- Notify the panel of any additional parts of the process – e.g. other forms of assessment such as tasks and how the outcome of these will be notified to the panel to enable them to make a decision.
- Determine which aspects of the personal specification will be assessed by which panel member.
- Decide an order in which questions will be asked.
- Raise any issues which may be of relevance, e.g., gaps in knowledge which should be explored at interview.

b) All candidates should be allocated the same amount of time for their interview, unless there are reasons, for example under the Disability Discrimination Act 1995/2005 why a candidate should be allowed more time as a reasonable adjustment. Where a disability has been declared all reasonable adjustments should be made to accommodate the specific needs of the candidate to ensure they are not disadvantaged.

c) Open questions should be the same for all candidates in order that the same area of investigation is covered with each candidate. Probing and follow up questions may be more specific and relevant to each individual candidate.

d) Assessment should be evidence based.

4.5 Additional parts of the process

a) Where tasks are used candidates should be given clear instructions.

b) Tasks should be uniformly administered by the same person, in the same circumstances, with the same instructions and with the same time limits, unless these need to be altered for a candidate for purposes of reasonable adjustment. Care should be taken not to disadvantage or exclude any candidates in the style or timing of the task.

c) All information relating to a test should be reported in a standard and consistent format and will be collated by the interviewing panel at the end of the interview process.

d) All paperwork relating to the assessment part of the process should be taken and retained by HR.

4.6 Making a decision

a) After each interview and at the conclusion of the final interview, each panel member must individually record whether, in their opinion each candidate is suitable or unsuitable, based on the criteria outlined on the personal specification

b) After the final interview, the panel should discuss each candidate in turn and agree whether or not each candidate is suitable or not, based on the personal specification, and for all suitable

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candidates, the order of preference. The Chair should facilitate this discussion and has the casting vote in the event of any disagreement.

c) The Chair should summarise the reasons for the decisions made in relation to all candidates.

d) The completed interview feedback forms highlighting the decisions made should be taken by HR.

STAGE 5 - Notification to candidates

5.1 Notifying Preferred Candidate(s)

5.2 The formal offer of appointment and contract of employment

5.3 Notifying unsuccessful candidates

5.4 If the preferred candidate declines the offer

5.1 Notifying Preferred Candidate(s)

a) HR is responsible for notifying the preferred candidate(s) that their application is successful. It is very important that information given to candidates is accurate.

d) If references have not already been received, HR must receive two references before the appointment can be confirmed.

d) HR to initiate the New Starter form which will become part of the candidate's personal record.

5.2 The formal offer of appointment and contract of employment

a) The formal offer of employment is subject to a number of pre-employment checks. The checks will consist of:

- Identity & proof of eligibility to work in the UK (Asylum and Immigration Act 1996 / Immigration, Asylum & Nationality Act 2006)
- Right to work (Updated May 2014) Civil penalty scheme to prevent illegal working (Appendix 1)
- Pre-employment health check – Any job offer is not conditional on the outcome of the pre-employment health assessment
- Receipt of an Enhanced Disclosure & Barring check (Police Records, Police Intelligence, Barring Lists and for anyone appointed to teach, that they are not prohibited from doing so by the Secretary of State);
- The requirements of those working in nursery and reception classes in schools as set out in the Early Years Foundation Stage (EYFS) statutory framework.
- Border Agency/Overseas checks (where applicable)
- List 99 check (Barring Service)
- Professional qualifications

b) It is the responsibility of HR to issue the written offer of appointment to the successful candidate subject to the above pre-employment checks.

c) On receipt of the appointed persons Disclosure & Barring Service check HR will liaise with the Recruiting Manager / Division to arrange a commencement date which is acceptable to all parties and will send a contract of employment to the candidate.

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- d) The offer of employment will also be subject to successful completion of a probationary period.
- e) It is the responsibility of HR to ensure that the Central Record (Single Record List) and all relevant information is input onto the HR recording systems.

5.3 Notifying unsuccessful candidates

- a) The recruiting manager will observe good practice in notifying unsuccessful candidates thanking them for applying and provide them with verbal feedback if requested by the candidate.

5.4 If the preferred candidate declines the offer

- a) Occasionally the preferred candidate declines the offer of appointment.
- b) Where this occurs, care should be taken to establish why the offer has been rejected and whether it would be possible to negotiate on the terms of the original offer to persuade the candidate to accept. In such situations advice must be sought from HR who will handle all negotiations.
- c) If it is not possible to negotiate or the reason is beyond the control of the process, the Recruiting Manager should return to the completed interview feedback forms to identify whether any other candidates were suitable and the agreed order of preference.
- d) HR is responsible for contacting the next candidate from the agreed order of preference and will follow the steps in section 5.1 onwards
- e) In the event that the suitable candidates decline or the list of suitable candidates has been exhausted, the vacancy will normally be re-advertised. In this instance, advice should be sought from HR as to how to proceed.
- f) All files relating to each vacancy will be securely held by HR for a period of 6 months after which time they will be shredded.

5.4 If the appointed candidate has a disability

- a) On starting work the employee's line manager will be responsible, in consultation with the disabled employee and Human Resources, for ensuring such reasonable adjustments are made as are required to enable the employee to work safely and effectively and to secure equal access to the benefits of employment.
- b) Where the line manager does not have the relevant knowledge or experience to make the reasonable adjustments he/she will consult with Human Resources/Health & Safety. Where necessary an outside specialist may be consulted.

5.5 Training and career development

- a) All employees will have equal access to training and opportunities for promotion and other aspects of career development based solely on their abilities. All training will be made accessible to disabled employees by such adjustments as are reasonable.
- b) Where, during the course of employment, a disabled employee recognises the need for a reasonable adjustment to working arrangements or to a feature of the premises, he/she should

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discuss this requirement with his/her line manager. The line manager will then determine the appropriate action.

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Appendix 1

Human Resources must check that a job applicant is allowed to work for us in the UK before we employ them.

Read the [guidance on preventing illegal working in the UK](#) for the lists of acceptable documents and how to conduct right to work checks. The guidance on preventing illegal working in the UK can be accessed in the recruitment folder: Human Resources/HR Folders/002 Recruitment/001 Recruitment guidelines & Flowcharts/004 Code of Practice on preventing Illegal Working May 2014

- HR must see the worker's original documents.
- HR must check that the documents they provide are valid and the worker must be present.
- HR must make and keep copies of all the documents they provide and record the date we made the check.

Illegal workers include:

- students with expired visas, or students working more hours than they're allowed to
- people who work on a visitor's visa

You must not discriminate against anyone because of their race.

Make sure the documents are valid

HR need to check that:

- the documents are originals and belong to the person who has given them to you
- the dates for the worker's right to work in the UK haven't expired
- photos are the same across all documents and look like the applicant
- dates of birth are the same across all documents
- the person has permission to do the type of work you're offering (including any limit on the number of hours they can work)
- for students you see evidence of their study and vacation times/dates
- if 2 documents give different names, the person has supporting documents showing why they are different e.g. marriage certificate or divorce decree

Further checks

HR do not have to do further checks if the person doesn't have restrictions on their right to work in the UK.

You'll have to make additional checks on your worker if they have a limited right to work in the UK.

Take a copy of the documents

When you copy the documents make sure we follow data protection law:

- make a copy that can't be changed, e.g. a photocopy

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- for passports, copy any page with the expiry date, applicant's details (e.g. nationality date of birth and photograph) including endorsements, e.g. a work visa or Certificate of Entitlement to the right of abode in the UK
- for biometric residence permits, copy both sides
- for all other documents you must make a complete copy
- keep copies during the worker's employment and for 2 years after the person stops working for us

When the job applicant can't show their documents

HR must use the Home Office's Employer Checking Service to see if an applicant has the right to work if:

- they can't show you their documents (e.g. they have an outstanding appeal or application with the Home Office)
- they have an Application Registration Card or a Certificate of Application

To request a check, download and fill in the [employer checking service enquiry form](#) and email it to the Employer Checking Service.

Employer Checking Service

employerchecking@homeoffice.gsi.gov.uk

EQUALITY AND DIVERSITY ACTION PLAN 19/20

Equality Objective 1: Continue to narrow the achievement gaps in attainment for students, across all protected characteristics and none.

Action	Timescales	Responsibility
Identify and analyse achievement gaps across the college, by school and campus across all protected characteristics	December 2019	Heads of School/Faculty Heads
Develop action plans for closing the above achievement gaps as part of QIP. Ensure gaps are analysed by protected characteristics for: <ul style="list-style-type: none"> - admissions - progression - destinations - grade profile - attendance - disciplinarys - complaints - exclusions 	December 2019	Heads of School/Faculty Heads/ Director – English and Maths/ Head of Quality
Arrange for feedback from affected students via focus groups to identify the issues (e.g. mental health and dyslexia)	January 2020	Heads of School/Faculty Heads
Organise focus groups for staff to identify training needed regarding E&D	January 2020	Exec Director Development
Develop a cross college E&D training programme that is relevant and targeted in line with the achievement gaps identified via appraisals	February 2020	Exec Director Development
Develop and implement the Mental Health First Aiders programme for both staff and students	March 2020	Exec Director Development
Record pregnancy/maternity protected characteristic to enable measurement of achievement rates	July 2020	MIS Director

Equality Objective 2: Take every opportunity to foster a culture of dignity, respect and inclusion across the whole College community.

Action	Timescales	Responsibility
Ensure all student processes are inclusive and certain groups are not disadvantaged (e.g. ESOL students during enrolment)	June 2020	Exec Director Marketing & CE/ MIS Director
Develop an E&D calendar of activity and ensure all identified events are celebrated	Ongoing	E&D committee members
Embed E&D into the observation process and monitor progress	Ongoing	Head of Quality
Build staff skills and confidence to promote E&D through teaching and learning and share good practice through CPD events and resources	Ongoing	Head of Quality
Ensure E&D is fully integrated into apprenticeship training from sign up, induction, progress reviews and assessment visits. Ensure that teaching, learning and assessment is appropriate for students who study remotely	Ongoing	Head of Employer Engagement
Ensure equality analysis processes are firmly embedded to ensure all protected characteristics are included in the college decision making	Ongoing	Exec Director Marketing & CE
Identify and report on satisfaction gaps in various learner voice surveys and work with areas to develop action plans to minimise the gaps	Ongoing	Exec Director Marketing & CE
Include E&DI questions in the college surveys	February 2020	Exec Director Marketing & CE
Promote positive and respectful relationships	Ongoing	Assistant Principal – Student Engagement

Equality Objective 3: Maximise opportunities to develop understanding, and celebration of equality, diversity and inclusion both within teaching, learning, assessment and beyond the classroom to all aspects of College life.

Action	Timescales	Responsibility
Ensure all students and staff have the knowledge and understanding on how to identify and respond appropriately to discrimination, harassment and victimisation including the need to report such incidents	March 2020	Assistant Principal – Student Engagement / Exec Director Workforce Development
Promote student success in underrepresented areas (e.g. women in STEM), covering all equality strands	Ongoing	Exec Director Marketing & CE
Engage with local employers to maximise opportunities for students from disadvantaged backgrounds and / or protected characteristics	Ongoing	Head of Employer Engagement
Review our enrichment programme to ensure that all students can take part and monitor participation against equality strands	October 2019 and ongoing	Director of Student Services

Equality Objective 4: Develop the capacity of each College team to embed equality and diversity, distinctly and within specified areas

Action	Timescales	Responsibility
Each college team to identify E&D actions for their area and include in their QIP/development plan	January 2020	Exec Director Marketing & CE
Ensure all staff have E&D targets and these are recorded in appraisals	July 2020	Exec Director Workforce Development
Actively encourage and improve staff disclosure rates for sexual orientation and religion	April 2020	Exec Director People Services/ Exec Director Workforce Development
Analyse underrepresentation by different steps in the recruitment process and identify any issues	January 2020	Exec Director People Services
Review staff recruitment and selection process to ensure it is inclusion focused	January 2020	Exec Director People Services

