

The  
**Education  
& Training  
Foundation**

**Developing a Leadership  
Pipeline for BAME Staff in  
Adult and Community  
Learning and Independent  
Training Provision**

A report on the scoping phase

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## **1. Introduction**

In setting the context for the report it is important to recognise that Independent Training Providers (ITPs) and Adult and Community Learning (ACL), as organisations, vary greatly from large national private companies with shareholders, to small and medium-sized charities and local owner-manager businesses or social enterprises with trustees. The diverse range of ITPs determines how leadership and governance is viewed and implemented. There may be some common ground to be shared with Further Education (FE) colleges, but in the main ITPs will have their own set of unique challenges and needs. Similarly, the full range of ACL provision is difficult to map as a significant portion of this is sub-contracted to private enterprise and third sector providers many of which are not on any central register.

The report on *Developing a Leadership Pipeline for BAME Staff in Further Education and Training*, highlighted a number of barriers to career progression experienced by BAME staff. The report also made several recommendations to the Foundation and wider stakeholders on how inequality might be tackled in the sector. However, as the research evidence focussed primarily on the Further Education sector some additional work needed to be done around Independent Training Provision (including Work Based Learning) and Adult and Community Learning (including provision in the Third Sector). This is a report looks at what is known about BAME staff in ITP and ACL, provision.

## **2. Methodology**

The research adopted a mixed method approach and involved: a literature review of previous research, policy documentation and reports as well as interviews with representatives from the following organisations:

Black Training and Enterprise Group (BTEG)

Third Sector Implementation Board

Third Sector Implementation Group

AELP

Independent Training Provision

### **3. What is known about ACL and ITP**

With the exception of the Education and Training Foundation's Staff Survey, no research was identified into the make up or experiences of Black and Minority Ethnic staff working in either Independent Training Provision or Adult and Community Learning. In fact, the survey returns from those sectors revealed a low rate of disclosure around ethnicity with 18% of respondents from ITPs opting not to say what their ethnicity was. This is compounded by a low rate of returns from organisations in that sector generally – only 63 institutions responded, of which only two were Work Based Learning providers. Similarly, only 47 Local Authorities responded to the staff survey, of those only 38 provided answers to the ethnicity question and an astounding 31% either preferred not to say or are unknown.

No evidence was found of regional or national studies on BAME staff in those sectors and none of the interviewees provided a reference or link to any relevant research. This may be linked to the fact that those sectors are not currently regulated in the same way as Public Sector organisations and not in the same way committed to the Equality Duty. Additionally, whilst the FE sector are contractually required to collect workforce data through the SIRs, ITPs and ACLs are surveyed by third party organisations on behalf of the Foundation. So not only is there a concerning dearth of evidence there is also an issue with the way the limited data is being collected.

**Recommendation: National or regional research into the makeup and experiences of BAME staff (and perhaps extended to cover all protected characteristics). The research should be robust enough to capture both viable samples of staff as well as in depth data on the experiences of staff.**

### **4. What is known about Third Sector provision**

The Third Sector National Learning Alliance produced a report Continuing Professional Development Needs Project commissioned by the Education and Training Foundation to carry out the following:

- Prioritise the CPD needs of third sector providers

- Assess the scale of support required to address these CPD needs
- Generate appropriate and accessible supply methods and models
- Assist the Foundation in developing appropriate tender specifications and design processes which can ensure third sector needs are being met

Whilst the report does not interrogate the specific CPD needs of BAME middle managers or aspiring leaders it does give useful insight into the general CPD requirements of staff working in Thirds Sector provision. The report identifies a range of CPD priorities based on responses from staff working in the sector – see table below.

The table illustrates the demand as categorised under areas grouped together from survey responses

Area	Identified Need
Teaching & training delivery	44%
Assessing & verifying	7%
Quality assurance & inspection	12%
IAG	11%
Other CPD needs	26%

*(based on numbers identified by respondents as needing CPD – individuals may be included in more than one category)*

Of the categories listed above, ‘quality assurance & inspection’ and ‘other CPD needs’ have been found to most relevant to managers and aspiring leaders and the report includes further analysis of those needs as well as a set of recommendations for the Foundation. Many of the barriers experienced by staff in that sector are similar to those experienced by BAME staff including the cost of CPD, lack of awareness of available support. Additionally, some of the considerations for support are also similar to the recommendations made in *Developing a Leadership Pipeline for BAME Staff in Further Education and Training: A Report on the Scoping Phase*, in particular targeted support for organisations and mentoring for staff.

## **5. What is known about the wider workforce**

[The National Union of Teachers, Pay and Progression survey](#) Black/Black British teachers were again more likely to be denied progression

[The TUC's report Living in the Margins, Black workers and casualisation](#) report shows that the 2008 recession has had more of a negative impact on the employment and progression opportunities for BAME workers than their white counterparts, forcing many into precarious employment and increasing the poverty already experienced by these communities. The report points to continuing discrimination as a primary cause and highlights the need for concerted and co-ordinated action to address the increasing marginalisation of BME workers in the labour market.

The Joseph Rowntree Foundation research report [Ethnic Minority Disadvantage in the Labour Market](#) shows a similar trend and finds that:

- In terms of unemployment, the overwhelming picture is one of continuing ethnic minority disadvantage compared with the White British majority group;
- There is a considerable difference in unemployment rates between places for each ethnic group, as well as between ethnic groups; and
- Ethnic inequalities between groups have persisted over time.

This is again confirmed by [ONS statistics](#) which show s that BAME men and women have the highest rates of unemployment in the UK as well as [Department for Work and Pensions labour market releases](#) which show that BAME people continue to be under-represented in employment and over-represented in unemployment.

Finally, the current [Review into BME Access to the Labour Market](#) lead by Baroness McGregor, is again testament to the plight of BAME workers in the UK and of a general commitment to challenging inequality in the labour market.

## **6. Conclusion**

Whilst specific research into ACL or ITP work forces is not currently or readily available, there is enough other evidence to suggest that the experience across ACL and ITP is not dissimilar to that within the FE or any other workforce. What we do know of BAME people and employment is that they are not experiencing equality of access and/or opportunity and things have got worse during times of austerity.

Whilst the recommendations made in Developing a Leadership Pipeline for BAME Staff in Further Education and Training are fully relevant to staff working in ACL and

ITP, there is still some work to be done in terms of better understanding exactly how those sectors function and in terms of engaging the staff working in those sectors.