

Staff Equality, Diversity & Inclusion Annual Report 2011-12

Summary:

Accurate equality profiles enable higher education institutions to take steps to address diversity and equality issues in the structure of the workforce to ensure they are preventing discrimination and to provide appropriate support services to staff. The purpose of the annual report is to:

- Summarise the monitoring and benchmarking of the University's effectiveness in delivering the equality, diversity and inclusion agenda, for the staffing population at Westminster.
- Highlight issues and make recommendations for action.
- Satisfy compliance requirements.

Recommended action:

The Court of Governors is asked to approve this report.

	Board/Committee	Date
Matter previously considered by:	HR Committee	24 October 2012
	UEB	23 October 2012
Further approval required	N/A	

Publication: Open

Headlines

- The University's diversity profile is one of its strengths. The profile of our staff continues to remain relatively stable and double the Sector average profile. It is a significant achievement therefore to report an improvement in our BME profile of 0.8% since 09/10 and small improvements across all protected characteristics and disclosures.
- Voluntary turnover remains relatively low but reflects the Sector average.
- The impact assessment on the voluntary severance scheme the Schools implemented as part of the Financial Challenge in 2011/12 concluded it did not impact adversely on staff groupings with protected characteristics.
- The 2012 statutory Equal Pay Audit concluded that the University has no significant need for concern over equal pay issues and that the implementation of the Pay Framework and the new pay and benefit package offered from 1st August 2009, had not impacted adversely on the pay arrangements of any of staff groupings reviewed within the scope of the audit.
- The University is considering achieving the Athena Swann Bronze Award, a recognition scheme for excellence in women's employment in STEMM subjects, to enhance the attraction and retention of female staff in these areas and to support the 2014 REF.
- Formal casework figures show a significant and welcome decrease of 59% across all categories of formal cases (Disciplinary, Grievance and Employment Tribunals) from 2011/12, and a decrease of 42% from 2010/11.



Staff Equality, Diversity & Inclusion

Annual Report 2011-12

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NOTE: Appendices to the report were circulated as separate documents

Document 1 – Supporting Charts and Tables (detail below)

<u>Appendix 1:</u> Staff Profile by Disability - 3 year trend analysis: Staff disability in comparison with HE Sector average 1a: Staff Profile by Disability – Corporate Services 1b: Staff Profile by Disability – Schools & WEx
<u>Appendix 2:</u> Staff Profile by Ethnicity - 3 year trend analysis: Staff ethnicity in comparison to HE Average 2a: Staff Profile by Ethnicity – Corporate Services 2b: Staff Profile by Ethnicity – Schools and Wex 2c: Staff Profile by Ethnicity – Schools and Wex– 3 year trend
<u>Appendix 3:</u> Staff Profile by Gender - 3 year trend analysis: Female staff in comparison to HE Average 3a: Staff Profile by Gender – Corporate Services 3b: Staff Profile by Gender – Schools & WEx 3c: Staff Profile by Gender – Schools & WEx– 3 year trend 3d: Staff Profile by Gender – Senior Grades
<u>Appendix 4:</u> Staff Profile by Turnover/Employment Type - 3 year trend analysis – Voluntary staff turnover in comparison with HE Average 4a: Staff Profile by Voluntary Turnover/Employment Type: Corporate Services 4b: Staff Profile by Voluntary Turnover/Employment Type: Schools & WEx 4c: Staff Profile by Voluntary Turnover vs All Turnover: Voluntary Leavers vs All Leavers
<u>Appendix 5:</u> Staff Profile by Age– 3 year trend analysis – Age profile in comparison with HE average 5a: Staff Profile by Age: Staff Group 5b: Staff Profile Information by Age: Professional Support grades 5c: Staff Profile by Age: by Academic grades
<u>Appendix 6:</u> Staff Profile by Religion and Belief and Sexual Orientation

Document 2 – Appendix 7: Equal Pay Report 2012 (to be available on public web site following Court approval)

Staff Equality, Diversity & Inclusion Annual Report 2011-12

Section 1: Introduction and Executive Summary

1.1 Purpose of Report

Accurate equality profiles enable higher education institutions to take steps to address diversity and equality issues in the structure of the workforce to ensure they are preventing discrimination and to provide appropriate support services to staff. The purpose of the annual report is to:

- Summarise the monitoring and benchmarking of the University's effectiveness in delivering the equality, diversity and inclusion agenda, for the staffing population at Westminster.
- Highlight issues and make recommendations for action in 2012-13.
- Satisfy compliance requirements.

1.2 Executive Summary

1. The profile of our staff remains relatively stable with some small improvements in the statistics for most protected characteristics and the disclosure of related information. There have also been minor changes in the profile across the Sector.
2. Voluntary turnover at Westminster continues to reflect voluntary turnover in the Sector for the second year. The University average also continues to mask the significant difference between voluntary levels in academic units, now lower than in 09/10 and on a downward trend, and the Corporate Services Group, increased by almost 4% from 09/10, and on an upward trend.
3. In 2011/12, as part of the University's continuing financial challenge a voluntary severance scheme for all Schools resulted in a reduced headcount of 98 full and part-time staff and 58 Visiting Lecturing staff. The HR Department supported all stages of the process to ensure that the reductions were fair, systematic and inclusive and received a national award from Universities HR, for its collective achievement in supporting this process at this difficult time.
4. The University's diversity profile is one of its strengths. Impact assessments following staff reductions confirmed that, in general, there was little adverse effect on protected characteristics in the staff profile. It is a significant achievement therefore to report improvements in our profile of 0.8% since 09/10.
5. The 2012 Equal Pay Audit (Appendix 7 circulated as a separate document) is our fourth audit complying with the statutory requirement to audit pay arrangements every two years. The main conclusion of the report is that the University does not have any significant need for concern over equal pay issues when comparing employees within current grades and a clear and positive improvement can be reported. The implementation of the Pay Framework, the new pay and benefit package offered to staff from 1st August 2009, and the University's response to its' financial challenge and reduced headcount, has not impacted adversely on the pay arrangements of any of staff groupings reviewed within the scope of this audit.
6. Further efforts on data cleansing has yielded additional diversity information included in this report, and improved data for the two new protected characteristics of sexual orientation and religion and belief.
7. A continuing concern is the number of staff in the younger age category (16-24). The Westminster average has almost halved since 09/10 and is currently only a third of the Sector average of 3.5%. This is a particular concern for succession planning and constrains our ability to reflect the diversity of our student population through a more balanced age profile in our staff population.
8. Work is continuing on the development of a Single Equality Policy for the University and, in order to provide a broader scope for our diversity work, over the last few years, HR has supported staff representatives in setting up networks for specific staff groups including the LGBT network launched in 2011/12.
9. Discussions are continuing in the School of Life Sciences and ECS around working to achieve the Athena Swann Bronze Award (a recognition scheme for excellence in women's employment in STEMM subjects) for the University to support the attraction and retention of women in these areas of the curriculum and support the 2014 REF.

Section 2: Recommendations for action for 2012/13

Recommendation		Timeline
Maintain Staff Profile		
1) <u>Data Collection / Review and Report</u> – continue to collect information that relates to EDI generally and develops knowledge of gaps ('unknowns') in the characteristics reported to date (in consideration of data protection legislation).		HR Committee dates. Next EDI report
2) <u>Develop early career schemes for 16-24 candidates based on SSHL work.</u>		1 April
3) <u>Continue to develop staff networks</u> to support groups representing protected characteristics		Ongoing
4) <u>Improve Stonewall league table position</u> by implementing feedback from 2012 assessment.		September 2013
5) <u>Launch Single Equality Policy</u> following appropriate approvals.		1 August 2013
Improve Staff Profile by developing strategies to:		
6) <u>Monitor academic units</u> replacement activities/criteria and advise on a gradual change in the profile and mix.		Ongoing
7) <u>Resource the activity for the Athena Swann University Bronze Award submission</u> , to support the REF 2014.		31 July 2013
8) <u>Support the need to change the mix of academic staff</u> in all units to re-balance the profile.		31 July 2013
9) <u>Develop and maintain career pathways</u> to provide progression and promotion criteria for academic staff and professional support staff.		31 July 2013
10) <u>Encourage workforce planning</u> as part of the annual planning cycle, including regular impact assessments to show changes in profile.		31 July 2014
Goals		
11) <u>Workforce Plans</u> <ul style="list-style-type: none"> Corporate Services Workforce Plan with objectives to 2015. Academic Unit Workforce Plans with objectives to 2015. University Workforce Plan for 2015-20 to support the new <u>Corporate Plan</u>. 		1 Mar 2013 31 July 2013 31 July 2014
12) Develop new skills development training for staff and managers and build diversity skills into all relevant programmes.		31 December 2012
13) Undertake a full review of the Disability Equality Scheme for impact in the context of completing the work on the Single Equality Policy.		31 March 2013
14) Develop Employer Branding strategy – presenting the University as an Employer of choice.		31 July 2014

Section 3: Progress against 2011/12 Recommendations

Action		Progress/Status
Maintain Profile		
1)	Data Collection / Review and Report - Collect information that relates to EDI, including data on sexual orientation and religion and belief and monitor/report on an on-going basis.	Data collection exercise in March 2012 showed increases in disclosures for disability, sexual orientation, and religion and belief. Impact assessments carried out as part of the financial challenge exercise showed no significant impact.
2)	Capture all information relating to informal casework and carry out	The HR Advisory team set up a system to capture and monitor information relating to informal casework (see

	Action	Progress/Status
	regular impact assessments.	Section 6 of the report).
3)	Continue to embed Equality, Diversity and Inclusion into all relevant roles, policies, functions and processes.	Ongoing review of roles, policies, training and guidance for managers
4)	Review all relevant policies and associated regulations and create a single Equality Policy.	Single Equality policy has been drafted for circulation for feedback in 2012/13.
5)	Ensure that we provide appropriate routes for young people to join our workforce.	A scheme for early career academics was piloted with SSHL (4 new staff on two year fixed term appointments). We continue to advertise vacancies widely, increasingly through on-line media. Media analysis showed that the largest number of applications for younger age groups was via; jobs.ac.uk; 'word of mouth', the Westminster website. As part of a broader approach to recruitment (Employer Branding) we are reviewing 'linked-in' and other websites highlighted by the analysis.
6)	Undertake random sampling of 16 to 24 age group who apply for roles and are successfully shortlisted to review what attracted them and consider shortlisting processes, to see if they adversely affect the number of possible successful appointees from this age group.	We sampled responses (Feb 2011-Feb 2012) to vacancies for early career academic roles, including Research Associate, Research Fellow and Lecturer, designed to attract people shortly after completing their degrees/Masters. The level of qualifications and experience required at entry level meant that this group is typically in the 25-34 age group with an average age 27 to 34, peaking at 27 and 29.
7)	Monitor potential discrimination against older staff and take steps to eliminate this where it exists.	Impact assessments and the Equal Pay Audit. No action has been needed.
8)	Make a decision as to whether to seek assessment against the Disability Two Ticks standard.	We have decided not to pursue accreditation at this time but will look again at this in the context of analysing the impact of the Disability Equality scheme.
	Improve Profile	
9)	Continue to develop manager guidance on all relevant processes and procedures for the Management Handbook to support the implementation of the new Equality Policy.	The 'Manager's Toolkit' replaced the 'Management handbook'. All guidance for managers was collated around an Employment Life-cycle. The toolkit is online, supports all Leadership and Management Development interventions and is available to all groups. The new Single Equality Policy will be designed as an "umbrella" policy that simplifies the legislation for managers and the toolkit will provide guidance on all aspects of the legislation.
10)	<u>Training / Development raise awareness</u> - Build on current equality and diversity training and awareness raising provision in the areas of disability awareness and cultural awareness/race equality training. Specifically; to review the existing Diversity Booklet, and enhance training.	Tailored disability awareness sessions have been more successful than sessions on the open programme. This will be included in the analysis of impact of the Disability Equality Scheme. The review of the revisions to the Diversity awareness training is underway and will inform the development of the Single Equality Policy and related Manager Guidance.
11)	Improve 'Stonewall' accreditation position by actively supporting	In our first year as a <u>Stonewall Workplace Diversity Champion</u> the University was ranked 28 out of 34

	Action	Progress/Status
	LGTB network.	Universities participating. A Lesbian, Gay, Bisexual and Transgender Network (LGBT network) has been established, overseen by a staff committee. Internal web pages and an online LGBT network forum are also in place. The University is in the Stonewall Careers Guide 2011/12. The guide is made available to all students choosing a University. We have also made the 2012/13 submission.
12)	Support the School of Life Sciences and ECS application for the Athena Swann Bronze Award for the University (Women in Science & Engineering)	IN April 2012, a decision was made by the School to defer this to the November 2012 application deadline.
Other Goals		
1)	Develop a Corporate Services Workforce Plan for the 2013/14 planning cycle.	Originally scheduled to be completed for November 2011, information collection was started in July 2011. The PPDR process has been implemented and is beginning to provide detailed information about levels of capability, performance and development needs.
2)	University Workforce - information to be collected from all Schools.	Originally scheduled for end May 2012, this was delayed to accommodate activities involved in making staff reductions in academic units and to wait for information from the PPDR process.
3)	Conduct Equal Pay Audit 2012	Completed – see web link for Appendix 7.

Section 4: Summary Reports: Staff Diversity Profiles

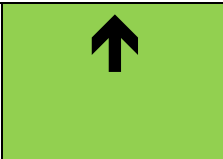
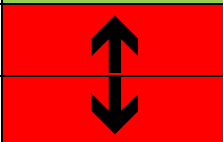

The trend data is based on the period 1st July 2011 to 30th June 2012. The profile data is a snapshot as at 30th June 2012 and should be read in the context of the results of the impact assessments that were carried out as a result of the University's financial challenge (reduction of 77FTEs). Any change reflects the lower headcount overall. Impact assessments confirmed that there had been no detrimental impact on any of the protected characteristics.

4.1 Benchmarking Summary 2011-12

Further data capture exercises resulted in an increased disability disclosure rate from 4.62% to 4.83%, and significant decreases in the 'unknown' rate for Sexual Orientation (74.31% to 67.61%) and Religion and Belief (75.07% to 68.04%). Updated information is available in Appendix 6. HR also used the process for checking accuracy and completeness of data.

The table summarises the benchmark position of the University against Sector information collected and collated annually by DLA Piper.

Protected Characteristic	UoW %	Bench mark %	Status	Change in year
Disability	4.8	3.5	↑	Disclosure higher than Sector average.
Ethnicity	22.7	11.3	↑	No significant change, more than double Sector average which has improved by 2% since 09/10.
Gender	52.8	55.1	↑	No significant change, slightly lower than the Sector average, on an upward trend.

Turnover	6.3	6.2		Turnover increased in Corporate Services by 1.6% and decreased in academic units by 2%, with an overall decrease of 0.1%. The Sector average is on a downward trend.
Age (45 to 65+)	51.1	49		Higher than sector average and on an upward trend.
Age (16 to 24)	1.1	3.5		Lower than sector average and on a downward trend.

4.2 Staff Diversity Profiles (Appendices 1-6 refer)

The following are 'thumbnail' summaries for each of the protected characteristics. Please note that in the Staff Turnover figures, 'All Leavers' **includes** voluntary and compulsory redundancies, including the overall reduction of 77.14 FTE posts in Schools as a result of the staff reductions in response to the Financial Challenge, and the ending of fixed term contracts. 'Voluntary turnover' figures **do not** include voluntary severances, end of fixed term contracts, retirements, redundancies, death in service, failed probations, dismissals etc. It is important to note that low turnover provides less scope for changes in the profile of the University's workforce year on year.

a. Disability – Appendix 1 refers

- Disability disclosure has increased to 4.8%, remaining higher than the sector average of 3.5% disclosure and stayed ahead of the increase in the overall sector average of 0.2%, as reported by DLA Piper and the Equality Challenge Unit. This has consistently been the case over the last three reporting years.
- Although the disclosure rate shows an increase from 4.0% to 4.7%, in Corporate Services this change actually reflects an increase of 4 disclosures.
- In academic units total disclose is a healthy 4.9%. There are a very small number of staff in WEx, and the previous 4.5% disclosure rate represents one member of staff. From 1st August WEx will be reported with WBS statistics.

b. Ethnicity – Appendix 2 refers

- The overall BME profile remains stable at 22.7%, double the HE Sector average of 11.3%.
- This strong position is not reflected in the ethnicity profile of staff in more senior roles where the BME population is 5.6%, however, monitoring activity identified an increase in both BME applicants and starters in Senior Level posts at Grade 1 and above.
- Following the Financial Challenge staff reductions in Schools, impact assessments showed no disproportionate impact on BME profiles which remains at 16.7% for Schools. The percentages reported in the categories of 'unknown' or 'information refused' are low and the overall position reflects a positive disclosure rate.

c. Gender – Appendix 3 refers

- The overall gender split is 52.8% with the percentage of female staff slightly below the HE average.
- The gender balance remains stable and while the HE Average showed a decline in female staff of 8.8% in 10/11, it has now returned to 09/10 levels, currently at 55.1%.
- 46.4% of academic staff, and 60.4% of professional support staff, are female.
- The Schools of ECS and SABE have the largest difference between genders reflecting traditional male-oriented discipline preferences e.g. construction, computer science and electronics.
- The gender split at senior grades has continued to increase slightly to 52.8% from 50.9% in 09/10, attributed to increased female postholders in the Level 1 grade, and 2 male Head of Department leavers. There has also been a small, positive increase of 1.7% in female Professors.

- The Equal Pay Audit notes the salary gap between the genders notably due to under representation at the highest Senior Grades e.g. roles graded at Levels 2 and above and at Professor A and B categories. We do not view this as problematic and continue monitoring.

d. Staff turnover – Appendix 4 refers

- The headline figures show that the apparent increase in numbers of leavers remains relatively low and stable in relation to the overall reduction of 77.14 FTE posts, but against the reduction of FTE appears as an increase.
- Voluntary turnover for the University has remained stable at 6.3% and once again reflects the sector average of 6.2% which continues on a slow downward trend. The average figure masks the variations in turnover between the two main groups. The turnover in Academic Staff of 2.4% is a 2% decrease across all Schools and from 10/11, and Professional Support figure of 9.5% represents a 2.1% increase from 10/11.
- The ratio of female to male voluntary leavers increased from 1.27:1 in 10/11 to 1.51:1 in 11/12.
- When comparing Voluntary Leavers to 'All Leavers' the figure decreases from 16.9% to 15.9% and shows the significant difference between the two populations.

e. Age – Appendix 5 refers

- The profile has not changed significantly since the last report which is unsurprising given the overall picture of a stable workforce profile.
- The overall age profile is higher than the HE average for age groups of staff between 35-64 years i.e. 51.1% of all Westminster staff are 45 and over.
- Numbers in the 65+ group are low but have increased slightly to 1.2% of the workforce which is less than the sector average of 2.0%. While this figure will increase over time in line with the removal of the statutory default retirement age at 65 and the University's chosen default retirement age of 75, there is no notable impact to report at this time.
- The 65+ group is 0.1% higher than staff in the 16-24 age group which is a very small group of approximately 20 staff. Although both academic and professional support staff career grades require a degree and relevant work experience at entry level, there are still fewer roles in the early career grades for Corporate Services staff at NG0, NG1 and NG2 and the size of this group overall is marginally less than half the size of the sector average.
- The Corporate Services group has a younger staff profile generally and 'peaks' in the 25-34 age category.
- Numbers in the 25-34 age group remain relatively stable at 1.8% lower than the sector average.
- In Schools the higher age profile is more marked with 60% of staff aged 45 and above and 76.6% of the Heads of Department aged 55 and above. This is also related to the low turnover figures for Schools and there is a clear case for ensuring that this staff group is supported.
- There is also a clear need for succession planning in the workforce plans. HR has developed an intervention to improve the turnover of Heads of Departments through the introduction of a 3-5 year rolling contract which would also effect the 'churn' needed to support better opportunities in career development and pathways, particularly for senior academic roles e.g. Readers and Professors. This is currently under consideration.

f. Religion and Belief and Sexual Orientation – Appendix 6 refers

- Many Universities do not provide numbers and percentages of the total number of staff with these protected characteristics.
- The tables illustrate an improved overall respondent rate from **424** individuals in 210/11 to **1844** in 2011/12. This provides an improved snapshot of the data we have on these groups.
- There has been a positive decrease of 6.87% in the 'unknown' category for religion and belief disclosures, and 6.61% in disclosures around sexual orientation (data capture in March 2012).
- The two charts summarise data from 2010/11 and 2011/12, however it is too early to draw any conclusions from this information. A further data capture exercise is planned for 2013.

- We acknowledge that a number of staff consider this information, in particular, to be sensitive, personal information.

4.3 Workforce Planning and Staff Profiling

Recruiting managers still find it difficult to attract staff to some roles and levels from one gender or another. Finance and Estates & Facilities are areas of Corporate Services where attraction and retention of female staff remains an issue. In the Schools the main issues are still the density of the older groups of staff and the need to consider how to improve the representation of BME staff at Senior Academic levels within the context of consistent low turnover.

HR has an expectation that the diversity of University staff ought to reflect the diversity of the student population. For the first time this year, the University will experience the direct impact of the introduction of student tuition fees on the student population and there may be a need to evaluate whether this has any detrimental impact on course choice/popularity going forward, and, as such, on the staffing profile going forward.

Section 5: Equal Pay Audit 2012

The 2012 Equal Pay Audit, included at Appendix 7 as a web link, is the fourth audit to be carried out, in keeping with statutory requirements, which require us to audit every two years. The Equality Act 2010, in addition to replacing all existing equality legislation, also introduced a range of specific measures, including the publication of gender pay gap data by individual HEIs. We are also committed to making the same comparisons for all protected characteristics (ethnicity, disability, age and for the first time in this audit the two further categories of sexual orientation and religion and belief). The full report is a public document and will be published on our web site.

The main conclusion of this year's analysis is that the University does not have any significant need for concern over equal pay issues when comparing employees within current grades. A clear and positive improvement can be reported. Within the detail of the report, it is important to note the following issues, which the EDI report has previously highlighted:

- There are very few significant pay gaps (i.e. greater than 3%) across all protected characteristics.
- The implementation of the Pay Framework, new pay and benefit package offered to staff from 1st August 2009, and the reduced headcount as a result of the University's response to its' financial challenge, have not impacted adversely on the pay arrangements of any staff groupings reviewed within the scope of this audit.
- The average pay gap between male and female staff has decreased by 3.1% since 2008, although female staff continue to be paid less on average than male staff by 9.5%. This can be attributed to there being fewer female staff in more senior roles.
- The average ethnicity pay gap is 18.3% and this is also directly attributable to lack of representation in senior grades.

Section 6: Legislative Issues and Casework

6.1 Formal case work for the period 1st May 2011 to 30th April 2012

In the majority of formal casework - disciplinary, grievance and Employment Tribunal cases - 64% of cases were brought by male staff, and 36% by female staff, in comparison with the 2010-2011 report where 61.8% of cases were brought by female staff.

The small number of formal cases continues to make statistically significant comparisons difficult. We run the risk of identifying individuals if we report in detail, therefore, in order to comply with Data Protection principles and protect the confidentiality (and therefore the credibility) of this exercise, we have included this point in the narrative rather than showing numbers. We continue to monitor case work closely and undertake regular Impact Assessments.

Type of case/year	2009/10	2010/11	2011/12
Disciplinary	10	12	7
Grievance	10	16	5
Sub-total	20	28	12
Employment Tribunal	4	6	2
Total	24	34	14

The figures show a significant and welcome decrease of 59% across all categories of formal cases compared to the last two years. Of the 2011/12 cases, Corporate Services staff were responsible for 64.3%, Academic Staff 14.3%, and Visiting Lecturers 21.4%. One ET Claim was withdrawn by the staff member and one was settled out of court, by a COT3/Compromise Agreement.

6.2 Informal case work

Informal case work is recorded for HR workload allocation and monitoring purposes, in addition to formal processes. The amount of time spent on informal cases represents a high percentage of each HR Manager/Adviser workload and it is interesting to note that the most frequent reasons for involving HR staff are:

- Lack of early intervention by line managers in disciplinary/performance cases.
- The need to correct erroneous perceptions/interpretations of policies and procedures by managers and staff.
- Lack of confidence/capability in 'having a difficult conversation'. There is widespread apprehension about 'getting it wrong' and risking an internal grievance or Employment Tribunal, even for senior managers.

The revised University's grievance and disciplinary policies and procedures were published on 1st May 2012. A key aim of the revisions was to further decrease the numbers of issues escalating to formal case work. A variety of interventions, including discussion and dialogue, mediation, and work with trade union representatives. It is hoped that, with the new policies and procedures and closer working with Trade Union representative, the majority of staff complaints/disputes can be resolved informally in future. We are now planning to review other preventive support for staff/managers, including development and training options, to complement these interventions.

6.3 The Equality Act 2010 and other Equality Legislation

April 2012 changes made to employment legislation were considered in our policy work:

- Changes to tribunal charging and procedures.
- Increases to statutory maternity, paternity, adoption and sick pay.
- Increase in the lower earnings limit for primary Class 1 national insurance contributions
- Increase in income tax personal allowance and the reduction in the threshold at which employees pay the higher income tax rate of 40%.
- Increase in qualifying periods for unfair dismissal claims (from 1year-2 years).
- Increase in qualifying periods for the right to receive a written statement of reasons for dismissal, on request (from 1year-2 years).
- Calculation of staging date for pensions auto-enrolment.
- Changes to accident-reporting requirements.
- Clarification of the definition of "independent adviser" for compromise agreements.

Scanning developments in the implementation of regulations relating to the Single Equality Act 2012 remains a priority, however, other changes to employment legislation continue to increase the complexity for which we have to anticipate and plan.