

# **Staff Equality, Diversity & Inclusion Annual Report 2013-14**

**NB - Appendices 1-7 are separate  
documents**

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**CONTENTS****Page No.**

Section 1: Introduction and Executive Summary	4
Section 2: Recommendations for 2013/14	5
Section 3: Progress against 2012/13 Recommendations	6
Section 4: Summary Reports: Staff Diversity Profiles	9
Section 5: Equal Pay Audit	12
Section 6: Legislative Issues and Casework	12

**Appendices 1-7**

<u>Appendix 1: Staff Profile by Disability - 3 year trend analysis: Staff disability in comparison with HE Sector average</u> 1a: Staff Profile by Disability – Corporate Services 1b: Staff Profile by Disability – Faculties
<u>Appendix 2: Staff Profile by Ethnicity - 3 year trend analysis: Staff ethnicity in comparison to HE Average</u> 2a: Staff Profile by Ethnicity – Corporate Services 2b: Staff Profile by Ethnicity – Faculties 2c: Staff Profile by Ethnicity – Faculties– 3 year trend
<u>Appendix 3: Staff Profile by Gender - 3 year trend analysis: Female staff in comparison to HE Average</u> 3a: Staff Profile by Gender – Corporate Services 3b: Staff Profile by Gender – Faculties 3c: Staff Profile by Gender – Faculties – 3 year trend 3d: Staff Profile by Gender – Senior Grades
<u>Appendix 4: Staff Profile by Turnover/Employment Type - 3 year trend analysis – Voluntary staff turnover in comparison with HE Average</u> 4a: Staff Profile by Voluntary Turnover/Employment Type: Corporate Services 4b: Staff Profile by Voluntary Turnover/Employment Type: Faculties 4c: Staff Profile by Voluntary Turnover vs All Turnover: Voluntary Leavers vs All Leavers
<u>Appendix 5: Staff Profile by Age– 3 year trend analysis – Age profile in comparison with HE average</u> 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: Staff Profile by Religion and Belief and Sexual Orientation</u> 6a: Staff Profile by Sexual Orientation – 3 year trend 5b: Staff Profile by Religion & Belief – 3 year trend
<u>Appendix 7: 2014 Equal Pay Audit</u>

# Staff Equality, Diversity & Inclusion Annual Report 2013-14

## 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 2014-15.
- Satisfy compliance requirements.

Accurate equality information enables the University's management team to understand what steps need to be taken to; address diversity and equality issues in the structure and management of the workforce; prevent direct and indirect discrimination, and identify appropriate support for a diverse staff profile.

### 1.2 Summary of Analysis

1. To enable us to compare data following the restructure to five Faculties, the 2011/12 and 2012/13 School data was recoded. Analysis of data corroborates the sustainable nature of our profile. In a persistently difficult economic climate it remains a significant achievement to continue to show an upward trend since 11/12.
2. The University is now planning to address specific challenges in some areas to effect improvements in the profile. In particular targeted monitoring of key characteristics has identified the decrease of 2.4% in our BME staff profile. Representation of BME staff in senior and middle management roles remains low.
3. Overall turnover has not changed.
4. For the second year voluntary turnover reflects a Sector average of 6.7% although overall figures show a decrease for both academic and professional support groups however this hides increases in turnover for FST, MAD and a significant increase in SSH. There also continues to be a significant difference between voluntary levels in academic units (4.1%) and professional support staff (8.7%). These figures also represent a decrease of 0.3% and 1.0% respectively on 2012/13 figures.
5. While there are more female than male staff in senior University roles this is not reflected in gender proportions in Professorial appointments, middle management groups and some traditionally male-dominated academic discipline areas.
6. While capture of data remains sensitive, it is particularly pleasing to see improvements for the relatively new protected characteristics of sexual orientation and religion and belief. Although no planned data capture exercises have been carried out, the rate of disclosure has increased by 3.4% and 3.5% respectively.
7. The Disability profile over the year shows a slight increase in Corporate Services.

8. Overall there has been very little change in the University age profile which remains older than the sector average particularly in academic groups. Figures show a slight increase in the 65+ group, attributable to the removal of the statutory retirement age and low turnover.
9. Although female staff continue to be paid less on average than male staff by 8.4%, the average pay gap between male and female staff has improved by 1.1% since 2012. The gap can be attributed to there being fewer female staff in middle manager and senior career grade roles.
10. On average the ethnicity pay gap is 17.3%, which represents an improvement of 0.5% since 2012. The gap is directly attributable to lack of representation in senior grades.

### 1.3 Summary of University Approved Strategy & Policy Implications

1. The University's diversity profile is one of its strengths however there is no room for complacency and our priorities must continue to focus on developing flexibility in our resourcing models through professionalising workforce planning across the University.
2. The new Organisation & Staff Development Strategy should include plans to develop improved career pathways and professionalise the management of internal career opportunities and succession planning to increase staff mobility and promotion prospects for all staff groups while continuing to focus on targeting development and training to enhance our existing knowledge and skill bases and facilitate shifts in our cultural profile.
3. All external feedback suggests that a focus on identifying evidence that shows; links between University policy and local practices; proactive implementation of the People Strategy and delivery of targets and objectives related to EDI, and other, performance indicators, and activity that supports University resourcing needs over the medium to long term.
4. Given our relatively low turnover rates, increases in proportional representation of BME staff may only be achieved by externally recruiting whenever possible across all posts.
5. Voluntary turnover figures show a decrease on 2012/13 figures of 0.3% in academic units and 1.0% in professional support staff units. Taking advantage of all opportunities for effecting targeted turnover remains important.
6. Work on the Single Equality Policy and revisions to the University Staff Development Policy need to show how the University aligns EDI activity to staff resourcing strategies. This work will also be done in support of the preparation of submissions for the Race Equality Charter Mark (10 April 2015) and the Bronze Athena Swan award (November 2015).
7. The 2012 statutory Equal Pay Audit concluded that the University has no significant need for concern over equal pay issues with little change in comparison with data from 2006, 2008, 2010 and 2012.
8. It would be useful to review the staff profile against the student profile to assess differences and refine targeting.

### 1.4 University governance and management approval of strategy and policy implications

The following University Management and Governance Groups have approved this report and recommendations for action.

	Board/Committee	Date
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Approved by:	UEB	28 October 2014
Endorsed by:	HR Committee	12 November 2014
Approved by:	Court of Governors	25 November 2014

Publication: Open

## Section 2: Recommendations for action for 2014/15

Recommendation	Timeline
<b>Maintain Staff Profile</b>	
1. <u>Data Collection / Review and Report</u> – continue to collect and analyse information that relates to EDI generally and develops knowledge of gaps ('unknowns') in the characteristics reported to date in support of workforce planning targeting and to satisfy data protection legislation.	HR Committee dates. Next EDI report
2. <u>Monitor academic unit</u> replacement activities/criteria and advise on a gradual change in the profile and mix as a result of workforce planning information: <ul style="list-style-type: none"> <li>a. Corporate Services Workforce Plan with objectives to 2017.</li> <li>b. Academic Unit Workforce Plans with objectives to 2017.</li> <li>c. University Workforce Plan for 2015-20 to support Westminster 2020.</li> </ul>	Ongoing
3. Ensure open and transparent recruitment processes are applied across all University posts to minimise risk of discrimination claims.	Ongoing
4. Research appetite for the <u>development of</u> : 5. A BME network in support of the ECU Race Equality Charter Mark. 6. A Women in STEM network to support the Athena Swan work.	Ongoing
7. Organisation & Staff Development Strategy to include plans to professionalise the management of internal career opportunities and succession planning.	April 2015
8. Organisation & Staff Development Strategy to focus on developing career pathways and increased opportunities for career development to increase staff mobility and promotion prospects for all staff groups.	April 2015
9. Organisation & Staff Development Strategy to focus on targeting development and training to enhance our existing knowledge and skill bases to reflect Westminster 2020 resourcing requirements.	April 2015
10. Organisation & Staff Development Strategy to focus on activities to facilitate shifts in our cultural profile.	April 2015
<b>Improve Staff Profile by developing strategies to:</b>	
11. Continue to focus on developing flexibility in our resourcing models	Ongoing

through professionalising workforce planning across the University.	
12. Complete the Single Equality Policy and revise the University Staff Development Policy to show how the University aligns EDI activity to staff resourcing strategies.	April 2015
13. Disability Equality Scheme to be reviewed in the context of completing the work on the Single Equality Policy.	April 2015
14. Undertake the policy work in partnership with staff and unions in support of the preparation of submissions for the Race Equality Charter Mark and the Bronze Athena Swan award.	10 April 2015 November 2015
15. Set up monitoring tools and recruitment strategies to show an increase in proportional representation of BME staff by externally recruiting across all posts.	
16. Develop and provide manager guidance for identifying posts for internal recruitment only.	
17. <u>Develop more</u> opportunities for effecting targeted turnover e.g. annual voluntary leavers scheme to effect changes in age, gender and BME profile mix.	Ongoing
18. Review the staff profile against the student profile to assess differences and refine targeting.	July 2015

### Section 3: Progress against 2013/14

ACTION	Progress/Status	
<b>Maintain Profile</b>		
1) Make SEG responsible for ensuring the implementation of these strategies and monitoring progress against EDI recommendations.	Completed	
2) Implement workforce planning	In progress	
3) Further enhance the diversity of our leadership and management groups, specifically BME and gender balance in targeted groups/disciplines. Participate in LF Aurora programme – 7 places and provision of role models	Aurora 1 completed and ongoing with second group for 2014/15	
3) Further enhance the diversity of our leadership and management groups, specifically BME and gender balance in targeted groups/disciplines. <b>Raise awareness of the need to be proactive in this through participating in the London Higher Diversity in London HE Leadership project.</b>	<b>UEB – Rikki Morgan-Tamosunas</b>	
4) Continue to develop staff networks to support groups representing protected characteristics	• Ongoing	

<p>LGBT Network – Improve Stonewall</p> <p>Women in Leadership (NEW)</p>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Under consideration as part of Aurora programme</li> </ul>	
<p>5) Develop and implement schemes to target and attract younger people into HE:</p> <ol style="list-style-type: none"> <li>1. Talent Bank (a Student Affairs initiative) development.</li> <li>2. Leadership in Research Programme (Vitae development programme run in-house &amp; Collaboration with UCL) - HRD</li> <li>3. HR Excellence in Research Award - HR/SLD</li> <li>4. Apprenticeship schemes               <ol style="list-style-type: none"> <li>a. early career academics and researchers</li> <li>b. corporate services – all groups</li> <li>c. Technician group</li> </ol> </li> </ol>	<p><u>HRD/SLD Lead</u></p> <ol style="list-style-type: none"> <li>1. Supported by Change Academy</li> <li>2. Ready to launch</li> <li>3. Submission Nov 2015</li> <li>4. SLD team granted internal funding and resources to implement the programme by July 2015</li> </ol>	
<p>6) Resource the activity for Athena Swann (Women in Science) University Bronze Award submission:</p> <p>Develop action plan to address Athena Swan feedback</p> <p>Audit practices against the HR Excellence in Research Award</p> <p>Research support for undertaking the ECU Charter Mark scheme that extends the award to all discipline areas.</p>	<p><u>HRD/SLD Lead</u></p> <ul style="list-style-type: none"> <li>• Action Plan on track</li> <li>• January 2015 (audit)</li> <li>• Nov 2015 (Research support)</li> </ul>	
<p>7) Develop and maintain career pathways to provide progression and promotion criteria for academic staff and professional support staff.</p> <ol style="list-style-type: none"> <li>1. Complete the implementation of the Corporate Services Reviews.</li> <li>2. Academic Career Pathways</li> <li>3. Finalise the Learning &amp; Teaching: Professional Standards Framework and develop mapping for career pathways in learning &amp; teaching.</li> <li>4. Load Professional competencies for employment group and available in the PPDR.</li> <li>5. Continue to support managers working with the PPDR implementation</li> <li>6. Review and update the existing Competency Frameworks (Core and Leadership) as part of the HR Strategy development work; updating job descriptions to reference and link to the frameworks; drafting descriptions of University career pathways with supporting guidance.</li> </ol>	<ol style="list-style-type: none"> <li>1. Final review implementation on track for March 2014 completion.</li> <li>2. Prestige scheme approved by HEA. Implementation plan will be put in place for a pilot group to provide the basis for mapping career pathways in learning &amp; teaching.</li> <li>3. Researchers Development Framework available in PPDR.</li> <li>4. SLD target date to</li> </ol>	

	<p>load professional competencies is June 2015</p> <p>5. On-going</p> <p>6. By 31 July 2015 after University-wide development needs analysis</p>	
<b>2. Monitor, benchmark and report progress</b>		
8) Continue to raise awareness of HR support and services for management teams working proactively on EDI agendas.	<p><u>HR Advisory team lead</u></p> <p>Members of monthly Faculty Senior Management Meeting (FEGs)</p>	
9) Continue to collect information that relates to EDI generally, develop knowledge of gaps ('unknowns') in the characteristics reported to date (in consideration of data protection legislation), undertake regular benchmarking, where relevant, and recommend actions to address gaps.	<p><u>HR, LOD and Services &amp; Information teams</u></p> <p>No data collection exercise in 2013/14, but reduced number of 'unknowns' etc overall.</p>	
10) Monitor replacement activities/criteria in academic units and advise on how to bring about change in the profile and mix	<p><u>HR Advisory Team lead</u></p> <p>On-going advice is provided by HR on each individual vacancy to ensure each step of recruitment and workload allocation processes takes account of diversity considerations.</p> <p>HR Managers involved in workforce planning meetings.</p>	
11) Collect and collate information about EDI awards and accreditation held by London Universities and other competitors e.g. Athena Swan, Stonewall, Disability Two Ticks, Disability Go, Charter Mark, IIP Diversity Champion	<p>Completed – low response</p> <p>Info with CSR Cttee for monitoring</p>	
<b>3. Update and develop policy, and guidance for managers</b>		
12) Launch Single Equality Policy following appropriate approvals.	Timing revised	
13) Undertake a full review of the Disability Equality Scheme for impact in the context of completing the work on the Single Equality	Timing revised	



Policy.		
14) Develop new skills development and training for staff and managers and build diversity skills into all relevant programmes. The revisions will be dependent upon funding in the 2013/14 HR budget allocation. <ol style="list-style-type: none"> <li>1. Review and launch the new Diversity mandatory e-learning module</li> <li>2. Launch a new Unconscious Bias e-learning module for all staff</li> </ol>	E-Learning initiatives – SLD lead  <ol style="list-style-type: none"> <li>1. Review and re-launch Jan 2015.</li> <li>2. Launch to staff March 2015.</li> </ol>	
15) Contribute to the ECU funded research 'supporting the development of equality and diversity skills, knowledge and values in academic teaching staff in HEIs'.  Survey completion Case Study submission	(last report completion date = November 2013)  NO INFO	

## Section 4: Summary Reports: Staff Diversity Profiles

The trend data is based on the period 1st July 2013 to 30<sup>th</sup> June 2014. The profile data is a snapshot as at 10<sup>th</sup> June 2014.

### 4.1 Benchmarking Summary 2013-14

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	5.0	3.6	↑	Disclosure higher than Sector average.
Ethnicity	20.9	10.8	↓	Slight decrease of 2.4% (mostly due to Corporate Services) but still double Sector average.
Gender	53.8	46.3	↑	No significant change, higher than Sector average.
Turnover	6.4	6.7	↓	Voluntary turnover has decreased across all groups resulting in a 0.8% decrease overall.
Age (45 to 65+)	52.6	49.0	↑	Higher than sector average and on an upward trend, increased by 0.6% since 2012/13

Age (16 to 24)	1.4	3.7		Lower than sector average, decreased by 0.1% since 2012/13.
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## 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 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 by 0.1% to 5.0%, remaining higher than the sector average of 3.6% disclosure, as reported by DLA Piper and the Equality Challenge Unit. This has consistently been the case over the last four reporting years.
- The disclosure rate shows an increase from 4.2% to 4.5%, in Corporate Services this change actually reflects a small number i.e. 4 additional disclosures.
- In academic departments total disclosure has fallen slightly, by 0.1% and is now 5.4%. It is notable that all Faculties except for MAD are above the sector average of 3.6%.

### b. Ethnicity – Appendix 2 refers

- The overall BME profile has fallen by 2.4% to 20.9% but remains at almost double the HE Sector average of 10.8%.
- When comparing percentage representation by Faculty, WBS remains the highest at 25.9% with SSH and ABE with the lowest at 10.0% and 8.2% respectively, lower than the sector average but we do not have subject specific trend data that explains whether this reflects a national picture to help to explain this. Both Faculties are on a slight downward trend.
- This strong position is not reflected in the ethnicity profile of staff in more senior roles where the BME population is 5.7%, a drop of 0.7% from 2012/13. However the actual headcount of BME staff in senior roles has remained the same, however the overall population of this group has increased.
- 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 53.8% with the percentage of female staff 7.5% higher than the HE average.
- This percentage increase is largely due to a steep reduction in the HE average, from 55.1% in 11/12 to 46.3% in 12/13.
- The gender balance for Westminster remains stable, with 47.2% of academic staff, and 61.4% of professional support staff, are female.

- The Faculty of ABE has the largest difference between genders reflecting traditional male-oriented discipline preferences e.g. construction. This Faculty has shown a small decrease in female staff of 3.2% since 2012/13.
- Previously the 'School of ECS' was largely male dominated, but the combination of ECS, Life Sciences and Department of Psychology into one Faculty of 'Science & Technology' has provided a better gender balance in the new Faculty.
- The gender split at senior grades has continued to increase slightly to 53.8% from 53.6% in 2012/13. There has also been a small, decrease of 0.2% in female Professors. This is attributed to the appointment of 4 new Professors, of whom 3 were male.

#### d. Staff turnover – Appendix 4 refers (Resignation only)

- The headline figures show that the apparent increase in numbers of leavers has fallen slightly to 6.4% and is now lower than the sector average of 6.7%.
- The average figure masks the variations in turnover between the two main groups. The turnover in Academic Staff of 4.1%. This is a 0.3% decrease from 12/13, but the Professional Support figure is double this at 8.7%, although this has fallen by 1.0% since 12/13.
- Staff turnover by Faculty show significant decreases in ABE and WBS and increases in FST (13 leavers), MAD (7 leavers), and SSH (10 leavers). All are fairly evenly spread across depts. with 1 to 3 leavers per dept.
- When comparing Voluntary Leavers to 'All Leavers', the figure increases from 6.4% to 10.1% which illustrates the difference between the two data sets. The majority of these non-voluntary leavers was due to the End of Fixed Term Contracts.

#### 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 and specifically for 35-44 and 55-64 age groups of staff .i.e. 52.6% of all Westminster staff are 45 and over.
- Numbers in the 65+ group are low but have increased slightly to 3.0% of the workforce which is as anticipated but now higher than the sector average of 2.1%. 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.
- Staff in the 16-24 age group represent a very small group of 27 staff. It is notable that Westminster has contracted out job opportunities for roles that would be aimed at School leavers in catering, cleaning and security, therefore there are fewer roles in the early career grades for Corporate Services staff at NG0, NG1 and NG2 , this may therefore be one reason why the University has less staff in this age category than other Universities across the country who may have these roles in-house.
- Analysis of age profile of academic new starters in 2013/14 shows a distribution in line with the overall profile of the University.

16-24 1.6%

25-34 26.7%

35-44 26.7%

45-54 26.6%

55-64 10.9%

65+ 1.6%

- The age profile of the Corporate Services group has a younger staff profile generally and 'peaks' in the 25-34 age category, whilst Academic staff peak in the 45 to 54 age category.
- In Faculties the higher age profile is more marked with 67.5% of Academic Heads falling within the 55-65 & over age grouping. This is also related to the low turnover figures for Faculties and there is a clear case for ensuring that this staff group continues to be supported.
- There is also a clear need for succession planning in the workforce plans with the number of staff within the 65 and over group increasing to 5.1% (1.0% for Professional support staff). 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.

#### 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 716 individuals in 2012/13 to 806 in 2013/14 for Sexual Orientation information and from 694 in 2012/13 to 768 in 2013/14 for Religion and Belief information. This provides an improved snapshot of the data we have on these groups.
- There has been a positive decrease of 3.5% in the 'unknown' category for religion and belief disclosures and there has been a positive decrease of 3.4% in the 'unknown' category for sexual orientation. These are both good reductions without having carried out a data capture exercise at this time.
- The two charts summarise data from 2011/12, 2012/13 and 2013/14, however it is too early to draw any conclusions from this information.
- We acknowledge that a number of staff consider this information, in particular, to be sensitive, personal information.

### **Section 4: Equal Pay Audit 2014 Summary (see Appendix 7)**

The 2014 Equal Pay Audit is the fifth audit to be carried out, in keeping with statutory requirements, and our policy 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 second 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 the 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 average pay gap between male and female staff has decreased by 1.1% since 2012, although female staff continue to be paid less on average than male staff by 8.4%. This can be attributed to there being fewer female staff in more senior roles.
- Comparison with 2006, 2008, 2010 and 2012 data - little change can be reported. The average Ethnicity pay gap is 17.3% and this is directly attributable to lack of representation in senior grades, but does represent an improvement of 0.5% since 2012

## Section 5: Legislative Issues and Casework

### 5.1 Formal case work for the period 1<sup>st</sup> May 2013 to 30<sup>th</sup> April 2014

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	2011/12	2012/13	2013/14
<b>Disciplinary</b>	7	8	10
<b>Grievance</b>	5	1	10
<b>Sub-total</b>	<b>12</b>	<b>9</b>	<b>20</b>
<b>Employment Tribunal</b>	2	1	3
<b>Total</b>	<b>14</b>	<b>10</b>	<b>23</b>

Of the 2013/14 cases, Corporate Services staff were responsible for 52.2%, Academic Staff 39.2%, and Visiting Lecturers 8.6%. The three employment tribunal claims were settled out of court by a settlement agreement.

The figures show an increase in formal cases, although of the 2,750 employees, the 23 cases represent less than 1% of University employees. Although this level of formal cases may be at an expected level, proportionate to the number of employees, the HR Advisory Support Team consistently carry out 'lessons learnt' exercises to monitor any potential patterns or trends and review individual cases to make recommendations and seek informal resolutions and reduce formal cases.

### 5.2 Informal case work

The amount of staff time spent on informal cases represents a high percentage of each HR Manager/Adviser workload. This work is monitored around broad themes such as sickness

absence, workplace relationships and contractual issues with a view to identifying patterns and trends and seeking suitable workplace interventions.

### **5.3 Employment Legislation**

The following changes made to employment legislation were considered in our policy work:

- Changes to collective redundancies consultations.
- Changes to tribunal charging and procedures.
- Change from compromise agreements to settlement agreements as well as measures to increase the confidentiality of pre-termination discussions.
- The mandatory ACAS conciliation process
- Increases to statutory maternity, paternity, adoption and sick pay.