

**UNIVERSITY OF  
CHANGE  
FOR GOOD  
WESTMINSTER** 𠄎

# **Staff Equality, Diversity & Inclusion Annual Report 2017-18**

**NB - Appendices 1-6 and Equal  
Pay Report 2017-18 are separate  
documents**

Prepared by:

Andy Norris, Head of Corporate Social Responsibility

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# Section 1: Executive Summary

## 1.1 Purpose of Report

The purpose of this 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 2017-18.
- 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

The following is a brief summary of analysis, further detail is provided in Appendices 1-6. ***Benchmarking is against sector average as reported by DLA Piper 2016-17 as the data for 2017-18 was not purchased.***

### Disability:

- Disability disclosure has risen by 1.3% to 5.2% of staff, moving the university above the sector average 4.8% (as reported by DLA Piper 2016-17)

### Ethnicity:

- The University of Westminster BME profile stands at 25.0%, an increase of 0.6% from the previous year. The sector average was 12.1% (as reported by DLA Piper 2016-17)
- The three year trend shows faculties 7.1% increase and Corporate Services 5% increase
- The BME profile of senior staff is Deans (0%), Heads of Department (19.05%) L1-L5 (7.69%) Professors (9.38%) Rectorate (0%)
- The percentage reported in the category of 'Unknown' is 7.81% of staff, indicating that work is still required on information gathering.

### Gender:

- The overall gender split is 53.6% - this represents a 0.3% decrease from last year and the percentage of female staff is (2.3%) under the sector average of 55.6% (as reported by DLA Piper 2016-17)
- 47% of academic staff, and 61.7% of professional support staff are female with all faculties below the sector average (as reported by DLA Piper 2016-17)
- The gender split at senior grades has seen a slight decrease of 0.3% to 53.6%, 2% below the sector average (as reported by DLA Piper 2016-17)

**Staff Turnover:**

- The headline figures show that the percentage of leavers has increased to 24.9%. This significant increase in turnover is due in the main part to the Employee Release Scheme and organisational restructure for both academic and professional support departments.
- Turnover for Academic staff (11.4%) is significantly lower, by 18.4%, than Professional Support staff (29.8%)
- When comparing Voluntary Leavers to ‘All Leavers’, the turnover figure increases from 19.4% to 24.9%

**Age:**

- The staff age profile has not changed significantly since the last report. There have been slight decreases in 16-24(0.4%) 25-34 (3.0%) and 35-44 (0.3%), increases in 45-54 (2.0%) 55-64 (1.5%) and 65 and over (0.1%)
- 78.9% of UoW staff are aged 35 and over compared to the sector average of 74.9% (as reported by DLA Piper 2016-17)

**Religion and Belief and Sexual Orientation:**

- Recorded Sexual Orientation Return remains at 57.5% with a slight increase of 0.02% to 58.4% for Religion and Belief return from the previous year.
- Despite the trend in positive disclosure rates, it is difficult to make any concrete conclusions while the ‘Unrecorded’ disclosures remain at such a high rate.

**1.3 Benchmarking Summary 2016-17**

The table summarises the benchmark position of the University against Sector information collected and collated by DLA Piper (2016-17). Further detail is contained Appendices 1-6. The trend data is based on the period 01 August 2017 to 31 July 2018. The profile data is a snapshot as at 30<sup>th</sup> June 2017.

Protected Characteristic	UoW %	Benchmark % (2016-17)	Status	Change in comparison to 2016-17 data
Disability	5.2	4.8	↑	Increase in disclosure level by 1.3%
Ethnicity	25.0	12.1	↑	An increase of 0.6%. UoW’s BME % continues to be higher than sector average and is now more than double the sector figure.
Gender	53.6	55.6	↓	Decrease of 0.3% and this has now fallen short of sector average by 2%.
Turnover	24.9	8.0	↑	All Leavers turnover has increased by 15.4% since last year and voluntary turnover (19.4%) is higher than the sector average.
Age (35 to 65+)	78.9	74.9	↑	4% higher than sector average.

## 1.4 Progress 2017-18, Recommendations & Actions 2018-19

*The Corporate Social Responsibility Strategy is currently being reviewed for update. Equality, Diversity and Inclusion remains a key priority within this strategy. Diversity remains a key component of not only our social responsibility program but is recognised as a critical pillar of our history, culture and future.*

*A University Diversity Stakeholder Task Group to be set up by the Head of Corporate Social Responsibility to review 2017-18 recommendations numbered below, develop Equality, Diversity and Inclusion as part of CSR strategy, develop action plans for implementation, policy review, monitor progress, support staff networks and student groups and develop business cases for resource requirements for delivery:*

- 1. Single Equality Policy (SEP)** and associated action plan was developed to incorporate actions and recommendations identified through this annual statutory EDI report, the Athena Swan Charter Mark self-assessment team, The Stonewall submission, the Race Equality Charter Mark Trial self-assessment team and HR Excellence in Research award. Work on the SEP Action Plan was paused in 2017-18 due to Academic and Professional Services restructure

**Recommended Action:**  
Review Single Equality Policy (SEP) and associated action plan and recommend actions
- 2. Athena SWAN:** The University was successful with its Athena SWAN submission in November 2015 gaining bronze accreditation. An institutional Self-Assessment Team was formed to ensure implementation of the Athena SWAN action plan and continued work toward resubmission in 2018. This work included the formation of Self-Assessment teams for all faculties to support faculty and departmental submissions. Work on Athena SWAN was paused in 2017-18 due to Academic and Professional Services restructure

**Recommended Action:**  
Review Athena SWAN participation and recommend actions
- 3. Race Equality Charter (REC):** The University aim was to submit for the award in February 2018. An institutional Self-Assessment Team was formed to co-ordinate the submission. Staff and student surveys were completed and a Data Visualisation Team formed to continue the gathering of staff and student data, preparing the narratives and graphs from student and staff pipeline data for review.

**Recommended Action:**  
Review Race Equality Charter (REC) participation and recommend actions
- 4. The Diversity and Dignity at Work and Study policy**

**Recommended Action:**

Review of policy, including appropriate stakeholder engagement process.

**5. The Transgender Equality Code of Conduct and guidance**

**Recommended Action:**

Review of code, including appropriate stakeholder engagement process.

**6. Disability Equality Scheme**

Review of scheme including appropriate stakeholder engagement process.

**7. Staff Network Development:**

BME Staff Network and The LGBTQ+ staff network have continued to develop and promote engagement through external and internal events without University funding.

**Recommended Action:**

Continued support and resourcing for staff networks to support stakeholder engagement, internal and external communities and the Westminster 2023 Strategy. Stakeholder engagement process to measure interest in development of additional networks related to protected characteristics.

**8. Colleague Development:**

- To professionalise the management of internal career opportunities and succession plans
  - To focus on developing career pathways and increased opportunities for career development to increase staff mobility and promotion prospects for all staff groups.
  - Staff mobility including ERASMUS for teaching and staff is being reviewed to try and increase the engagement.
  - Reviewing other staff mobility schemes as well for the HEI sector.
  - Academic career promotions – the Provost will be taking this forward with UCU
  - To focus on targeting development and training to enhance our existing knowledge and skill bases to reflect Westminster 2023 resourcing requirements.
  - To focus on activities to facilitate shifts in our cultural profile.
  - Continue to focus on developing flexibility in our resourcing models through professionalising workforce planning across the University.
- 9. Open and transparent recruitment processes** are applied across all University posts to minimise risk of discrimination claims
- 10. Data Collection / Review and Report** – continued collection 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.
- Review of current data collection process against EDI requirements and resources available.

11. **Set up monitoring tools and recruitment strategies** to show an increase in proportional representation of BME staff by externally recruiting across all posts
12. **Develop and provide manager guidance** for identifying posts for internal recruitment only.
13. **Review the staff profile** against the student profile to assess differences and refine targeting.
14. **Continued research** into higher education and private sector EDI best practice, developing knowledge base, relationships and investigating potential partnerships.

## 1.5 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.

	<b>Board/Committee</b>	<b>Date</b>
Approved by:	UEB	
Endorsed by:	HR Committee	
Approved by:	Court of Governors	

Publication: Open

## Section 2: Policy work

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

In addition the following reports, legislation and statutory requirements will be taken into consideration for all future policy work:

- Review of Public Sector Equality Duty: <https://www.equalityhumanrights.com/en/advice-and-guidance/public-sector-equality-duty>

- The Equality and Human Rights Commission “Our Priorities” briefing paper <https://www.equalityhumanrights.com/en/publication-download/our-priorities-our-response-queens-speech-2017>
- November 2015, “Is Britain Fairer?” the Equality and Human Rights Commission report on both equality and human rights following on from previous report “How Fair is Britain” (2010) and separate report on human rights, “The Human Rights Review” <https://www.equalityhumanrights.com/en/britain-fairer/britain-fairer-report>
- As a result of the **Counter Terrorism and Security Act 2015**, higher education institutions have to comply with the new **Prevent statutory duty**. The new duty requires institutions to produce risk assessments, develop action plans, foster a positive working relationship with students unions and ensure cohesive partnership working with relevant external organisations such as the police, local authorities and community groups. The duty is also expected to include reference to robust external speaker protocols.
- Trade Union Bill 2015-16 <http://services.parliament.uk/bills/2015-16/tradeunion.html>
- Women and Equalities Select Committee – Gender Pay Gap inquiry and Transgender inquiry <http://www.parliament.uk/business/committees/committees-a-z/commons-select/women-and-equalities-committee/>

## **Section 3: Staff Engagement & Race Equality Charter Mark Survey**

### **3.1 Staff Engagement Survey**

The University did not conduct a Staff Engagement Survey in 2017-18

### **3.2 Race Equality Charter Mark Survey**

The University did not conduct a Race Equality Charter Mark Survey in 2017-18

## **Section 4: Legislative Issues and Casework**

### **4.1 Formal case work for the period 01 August 2017 to 31 July 2018**

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	2013/14	2014/15	2015/16	2016/17	2017/18
Disciplinary	10	12	13	15	10
Grievance	10	9	2	7	12
Sub-total	20	21	15	22	22
Employment Tribunal	3	1	0	0	1
Total	23	22	15	22	23

The overall number of formal cases remains at a similar level to last year, although the proportional split between disciplinary and grievance was more evenly balanced during 2017/18 than in the prior year. Out of approximately 2,500 employees, the 23 cases represent less than 1% of total staffing. Although this level of formal cases is relatively low, proportionate to the number of employees, the HR Advisory Support team routinely carry out 'lessons learnt' exercises, to monitor any potential patterns or trends, and review individual cases and make wider recommendations where appropriate. In most circumstances, informal resolution is encouraged in the first instance, before initiating formal procedures.

#### 4.2 Informal case work

The amount of time spent on informal casework continues to represent a high proportion of each HR Partner/Adviser's workload.

#### Appendices 1-6 Staff Diversity Profiles: Summary Reports

Appendix 1: Staff Profile by Disability - 3 year trend analysis: Staff disability in comparison with HE Sector average unavailable Linear HE Average provided

1a: Staff Profile by Disability – Corporate Services

1b: Staff Profile by Disability – Faculties and Corporate Services

Appendix 2: Staff Profile by Ethnicity - 3 year trend analysis: Staff ethnicity in comparison to HE Average unavailable Linear HE Average provided

2a: Staff Profile by Ethnicity – Corporate Services

2b: Staff Profile by Ethnicity – Faculties and Corporate Services

2c: Staff Profile by Ethnicity – Faculties– 3 year trend

Appendix 3: Staff Profile by Gender - 3 year trend analysis: Female staff in comparison to HE Average unavailable Linear HE Average provided

3a: Staff Profile by Gender – Corporate Services – 3 Year Trend

3b: Staff Profile by Gender – Faculties and Corporate Services

3c: Staff Profile by Gender – Faculties – 3 year trend

3d: Staff Profile by Gender – Senior Grades – 3 Year Trend

Appendix 4: Staff Profile by Turnover/Employment Type - 3 year trend analysis – Voluntary staff turnover in comparison with HE Average unavailable Linear HE Average provided

4a: Staff Profile by Voluntary Turnover/Employment Type: Faculties and Corporate Services

4b: Staff Profile by Voluntary Turnover vs All Turnover: Voluntary Leavers vs All Leavers

Appendix 5: Staff Profile by Age– 3 year trend analysis – Age profile in comparison with HE average unavailable Linear HE Average provided

5a: Staff Profile by Age: Staff Group

5b: Staff Profile Information by Age: Professional Support grades

5c: Staff Profile by Age: by Academic grades

Appendix 6: Staff Sexual Orientation & Religion and Belief Returns

6: Staff Sexual Orientation Return – 3 year trend

6a: Staff Religion & Belief Return – 3 year trend

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.

HE Sector average data 2017-18 unavailable to the University of Westminster; Linear HE Average provided

a. Disability – Appendix 1 refers

- Disability disclosure has risen by 1.3% to 5.2% of staff moving the university above the Linear HE Average
- Up until 2014-15 UoW % had consistently remained higher than the HE sector average dropped below for 2 years and has now returned to above according to the Linear HE Average
- The disclosure rate has risen in Corporate Services by 2.3% and in the Faculties by 3.2%.
- A rise has been seen across all Faculties, except for ABE which has fallen 0.6%

b. Ethnicity – Appendix 2 refers

- UoW’s BME profile stands at 25.0%, an increase from the previous year of 0.6%. The Sector average in 2016/17 saw a slight increase of 0.3% to 12.1%, making the university over double this figure. The Linear HE average maintains this position
- Corporate Services has seen an increase of 1.8% to 33.7%
- When comparing percentage representation by Faculty, WBS remains the highest, but with a 0.7% decrease on last year at 30.9%. ABE, the lowest at 12.8%, and increase of 0.4% and still above the Linear HE Average.
- The three year trend shows overall faculties have seen a 7.1% increase
- The three year trend shows Corporate Services have seen a 5% increase
- The BME profile of senior staff is Deans (0%), Heads of Department (19.05%) L1-L5 (7.69%) Professors (9.38%) Rectorate (0%)
- The percentage reported in the category of ‘Unknown’ is 7.81% of staff, indicating that work is still required on information gathering.

c. Gender – Appendix 3 refers

- The overall gender split is 53.6% - a 0.3% decrease in the percentage of female staff since last year.
- The HE sector average was at 55.6% female staff for 2 years running to 2016/17
- Similar to the previous year, the gender balance for UoW remains stable, with 47% of academic staff, and 61.7% of professional support staff being female.
- ABE remains the Faculty with the lowest percentage of female staff at 38.5%
- No faculties are above the sector average of 55.6% (2016/17)
- The three year trend shows an overall increase of 3.8%
- The gender split at senior grades has seen a slight decrease of 0.3% to 53.6%

#### d. Staff turnover – Appendix 4 refers

- The headline figures show that the percentage of leavers has increased to 24.9%. This significant increase in turnover is due in the main part to the Employee Release Scheme and organisational restructure for both academic and professional support departments.
- Turnover for Academic staff (11.4%) is significantly lower, by 18.4%, than Professional Support staff (29.8%)
- When comparing Voluntary Leavers to 'All Leavers', the turnover figure increases from 19.4% to 24.9%
- The HE sector average may have been impacted similarly however data is unavailable

#### e. Age – Appendix 5 refers

- There have been slight decreases in 16-24(0.4%) 25-34 (3.0%) and 35-44 (0.3%) and increases in 45-54 (2.0%) 55-64 (1.5%) and 65 and over (0.1%)
- UoW has a lower percentage of staff in age groups 16-24, 25-34, 35-44 45-54 and higher percentage 55-64 and 65 and over than the sector average (2016).
- To put into context, 78.9% of UoW staff are aged 35 and over compared to the sector average of 74.9%, indicating a slightly older workforce for UoW.
- Numbers in the 65+ group are low but have continued to increase to 4.6% which is as anticipated. It also remains higher than the sector average of 2.8% (2016). 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 percentage of staff in the 16-24 age group has only decreased 0.4% to 2.3%.
- The age profile for Corporate Services 'peaks' in the 35-44 age category, whilst Academic staff 'peak' in the 45-54 age category.

#### 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.
- Recorded Sexual Orientation Return remains at 57.5% with a slight increase of 0.02% to 58.4% for Religion and Belief return from the previous year.
- Despite the trend in positive disclosure rates, it is difficult to make any concrete conclusions while the 'Unrecorded' disclosures remain at such a high rate.
- We acknowledge that a number of staff consider this information, in particular, to be sensitive, personal information.

