UNIVERSITY OF
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FOR GOOD
WESTMINSTER▦

Staff Equality, Diversity & Inclusion Annual Report 2018-19

Prepared by:

Andy Norris, Head of Corporate Social Responsibility

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Introduction

Our Social Responsibility Strategy places our history, revitalised, in a 21st century context, re-establishing our connection to and place within our local London wide, national and international communities, helping more individuals develop in ways they value more highly through our learning and teaching activities, making a stronger contribution to learning and wellbeing through our research, making a bigger difference to organisations and society.

We will have a whole institution holistic approach to social responsibility making a measurable change for good to the well-being, health, culture and progression of our students, colleagues, local and international communities and creating a truly inclusive university. Central to our Social Responsibility aims are Equality, Diversity and Inclusion.

To meet the objectives within our Being Westminster Strategy 2018-2023 we will focus on **People, Culture and Inclusion.** We will create a positive place and culture so all our people are supported and encouraged to realise their ambition. To make our University a great place to work, with people at the heart of what we do, everyone has a pivotal role to play. Our collective request to each of us is that: Every day we connect with why we're here – to provide education and opportunity so that people from every background can realise their true potential, contributing to a richer, happier society. That we do so with a progressive outlook, always open to new, innovative ways of working and bold in our approach to teaching and learning. That we show compassion to each other, and look out for our individual and collective wellbeing, being actively inclusive, sensitive to difference, building a united Westminster community. And that we take responsibility for doing the right thing, even when that feels difficult.

Our people and the way we work together are the foundations of our institution. We will support and inspire so that colleagues achieve their ambitions, our students realise their potential and our alumni are our loyal and engaged ambassadors. We will take the wellbeing of our colleagues seriously and provide a safe working environment. We will offer development pathways and flexible working for our colleagues as well as responsive, committed academic and pastoral support for our students. Our leadership will be positive and proactive, serving our whole community openly, honestly and with accountability

The **Sustainable Development Goals** are the blueprint to achieve a better and more sustainable future for all. They address the global challenges we face, including those related to inequality. We will map our Equality, Diversity and Inclusion progress against the following identified goals:

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 all Westminster colleagues
- Highlight issues and make recommendations for action in 2020
- Satisfy compliance requirements

Accurate equality information enables the University's management teams 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 are 'thumbnail' summaries for each of the protected characteristics. Due to the transition from 5 faculties to 3 colleges (12 schools) direct year on year comparison has not been possible for every data set. Benchmarking is against sector average as reported by DLA Piper 2016-17 due to DLA Piper no longer offering this service in 2018-19.

Disability:

- Disability disclosure has risen by 0.2% to 5.4% of staff, with the university remaining above the sector average 4.8% (as reported by DLA Piper 2016-17)
- The three year trend maintains a recorded increase 1.5% on 2016-17 with only a slight increase 0.2% on last year
- Due to the move from faculty to College / School the only direct year on year comparison available is for Westminster Business School where an increase of 1.6% in disclosure rate to 6.9% was recorded

Ethnicity:

- The University of Westminster BME profile stands at 26.4%, an increase of 1.4% from the previous year. The sector average was 12.1% (as reported by DLA Piper 2016-17)
- The BME profile of senior staff is Heads of College (0%), Associate Heads of College (0%), Heads of Schools (16.7%), Assistant Heads of Schools (37.5%), Professors (8.1%) L1-L5 (7.1%) Rectorate (0%)
- Professional Services has seen a very minor increase in BME profile of 0.1% to 33.8%, the three year trend shows a 1.9% increase.
- When comparing percentage representation by College, WBS remains the highest at 31.19%, a small increase of 0.29%, again direct year on year comparison is possible for WBS. LAS 19.30% and DCDI 15.9% have both seen major re-organisation.

- The percentage reported in the categories of 'Unrecorded' (3.4%) and "Information Refused" (1.1%) totals (4.5%)

Gender

- The overall gender split is 54.3% female, a 0.7% increase from last year, 45.8% male
- 48.5% of academic staff, and 62.6% of Professional Services staff are female
- The HE sector average (DLA Piper 2016-17) is 55.6% female, 1.3% above
- The gender split at senior grades has seen a slight increase of 0.7% to 54.3% (4.1% increase at Heads of Department level and 4.2% increase L1-L5), 1.3% below the sector average (as reported by DLA Piper 2016-17).
- The three year trend highlights that the gender balance has remained fixed, with 47% of Academic staff, and 62% of Professional Services staff being female.
- The three year trend also shows an increase of 7.4% in female academic Heads of Department and a 4.8% decrease in female Levels 1-5 (Admin Heads)

Staff Turnover:

- The headline figures show that the percentage of leavers has remained high for a second year running at 24.2% due to organisational restructure for both academic and professional support departments and associated Employee Release Scheme and Voluntary Redundancies.
- Turnover for Academic staff (14.71%) is significantly lower than Professional Services staff (30.85%)
- For a second year running Turnover of Researchers is at 52.7%, an increase of 45.4% on 2016/17 Turnover (7.3%)
- When comparing Voluntary Leavers to 'All Leavers', the difference is negligible, 0.4%. 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.

Age:

- The staff age profile has not changed significantly since the last report. There have been slight decreases in 16-24(0.1%), 45-54 (1.2%), 65 and over (0.4%) and increases in 25-34 (1.5%), 35-44 (0.3%), 55-64 (0.1%)
- There is a lower percentage of staff in age groups 16-24, 25-34, 35-44 and higher percentage 45-54, 55-64 and 65 and over than the sector average (2016).
- Numbers in the 65+ group are low (4.2%) but 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 remained stable at 2.2%.

- The age profile for Professional Services 'peaks' in the 35-44 age category, whilst Academic staff 'peak' in the 45-54 age category.

- 67% of Researchers are in the 25 to 44 age category

- 81.6% of Academic Heads are in the 45 to 64 age category

Sexual Orientation / Religion and Belief Disclosure:

- Recorded Sexual Orientation Return has increased by 4.9% to 62.4%
- Recorded Religion and Belief return has increased by 4.5% to 62.9%
- 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.
- Many Universities do not provide numbers and percentages of the total number of staff with these protected characteristics.
- We acknowledge that a number of staff consider this information, in particular, to be sensitive, personal information

1.3 Recommendations & Actions 2020

Equality, Diversity and Inclusion remains a key priority within our Social Responsibility strategy and is recognised as a critical pillar of our history, culture and future.

2020 Objective: Develop a holistic and inclusive Equality, Diversity and Inclusion Policy & Plan (2020-2025) through engaging all members of the University of Westminster community and ensure that the policy and plan is published, promoted and embedded at all levels

EQUALITY, DIVERSITY AND INCLUSION ACTION PLAN 2020

ACTION	OUTCOME	TIME SCALE	LEAD	MONITORING
Equality, Diversity and Inclusion (EDI) Working Group to be established	Group membership, terms of reference, governance structure and reporting line confirmed	January 2020	Vice Chancellor & President, Head of CSR, Staff Network chairs	University Executive Board
Call to Action developed and agreed with the following items for consideration: Call to Action developed and agreed with the following items for consideration: - Commitment to make all heads of colleges, schools and professional services units take ownership and responsibility for diversity and inclusion of all colleagues. - Commitment to an agreed time-scale and working methods to move forward the agenda. - Commitment to recruit EDI Officer - Commitment to WAM hours (academic) / Development hours (professional) to be allocated to colleagues taking on voluntary leading roles in the Networks and to those who simply want to participate. - Commitment to funding and yearly budget to Networks. - Commitment for all Networks to have reporting line through to UEB - Commitment to EDI principles to be embedded in University policy and senior management job descriptions.	Call to Action agreed, signed by UEB and published	April 2020	UEB	University Executive Board

ACTION	OUTCOME	TIME SCALE	LEAD	MONITORING
Develop full 5-year 2020-2025 EDI Action Plan to follow on from 2020 Action plan	Planned and sustainable outcomes and measured improvement in all EDI areas and the colleague and student experience. EDI embedded across the university	November 2020	EDI Working Group	University Executive Board
Change job descriptions of senior management roles to include commitment to support and implement the work of EDI team all Networks.	Senior Management JD's contain commitment to EDI	April 2020	Director HR & ODW	HR Committee, UEB
Undertake a review and update of the Single Equality Policy & Action Plan for 2020 to ensure that it supports the objectives set out in the Being Westminster (BW) and Being Me, Being Westminster (BMBW) strategies	Full review and update of the Single Equality Policy & Plan completed	April 2020	EDI Working Group	University Executive Board
Undertake review and update of all other EDI related policy to ensure alignment with SEPP, BW, BMBW	Full review and update of all EDI related policies completed	April 2020	EDI Working Group	University Executive Board
Review university participation in the Athena Swan Charter Mark, Race Equality Mark, Stonewall Trial self-assessment and HR Excellence in Research award	Fit for purpose EDI standard/s identified and resourced for submission	April 2020	EDI Working Group	University Executive Board
Review of resource requirements for EDI work	Business case for EDI	April 2020	EDI Working Group	University Executive Board
Align all work to the Sustainable Development Goals with particular reference to Goal 5: Gender Equality and Goal 10: Reduced Inequalities	Improved understanding of link between EDI and the SDGs and improved data for submission to THE Impact Submission	April 2020 / ongoing	EDI Working Group / SDG Committee	University Executive Board

ACTION	OUTCOME	TIME SCALE	LEAD	MONITORING
Continued support and resourcing for staff networks, BME, WOW, LGBTQ to support stakeholder engagement, internal and external communities and the Westminster 2023 Strategy including agreement on availability of hours for participation (WAM for academic, Personal Development / Volunteering for Professional Services) Stakeholder engagement process to measure interest in development of additional networks related to protected characteristics, for example Disability Network	Sustainable and resourced networks for colleagues	April 2020	EDI Group, UEB	UEB
Investigate a possible standard objective as part of the PDR process to examine individual contribution to Westminster citizenship	EDI development and activity embedded in PDR process and annual cycle	November 2020	Director HR & ODW	HR Committee, UEB
Ensure the new EDI Policy & Plan 2021-2023 is published, widely available and properly communicated to all members of the University of Westminster community and metrics for measurement are developed and reported on	Increased stakeholder engagement with and knowledge of equality, diversity and inclusion	November 2020	All Managers	Heads of College, Director HR & OD, Director Marketing & Comms, CEO Students Union
Review of content and focus of the annual EDI report through collection and analysis of available data and information and develop knowledge of gaps ('unknowns') in the characteristics reported to date	Annual EDI Statutory Report and Report on progress published	November 2020	EDI Group, Head of CSR	HR Committee, UEB
Continue to conduct equal pay audit, looking at gender, race, disability and other appropriate protected characteristics	Safeguard equal pay for staff	November 2020	Deputy Director, Human Resources	HR Committee, UEB

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
Approved by:	UEB	14/01/2020
Endorsed by:	HR Committee	15/01/2020
Endorsed by:	Court of Governors	18/03/2020

Publication: Open

Section 2: Legislative Issues and Casework

2.1 Formal case work for the period 01 August 2018 to 31 July 2019

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 reflect Data Protection principles and protect the confidentiality and credibility of this exercise, we have included this point in the narrative rather than showing numbers. We continue to monitor casework closely and undertake regular impact assessments.

CASE TYPE	2014-15	2015-16	2016-17	2017-18	2018-19
DISCIPLINARY	12	13	15	10	7
GRIEVANCE	9	2	7	12	11
SUB-TOTAL	**21**	**15**	**22**	**22**	**18**
EMPLOYMENT TRIBUNAL	1	0	0	1	2
TOTAL	**22**	**15**	**22**	**23**	**20**

The overall number of formal cases is lower than the previous two years, albeit that there is a shift in the balance of the casework makeup, with a higher proportion of grievances than disciplinary matters.

Out of approximately 2,800 colleagues, the 20 cases represent less than 1% of this number. Although this level of formal cases is relatively low, proportionate to the number of colleagues, 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.

2.2 Informal case work

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

Section 3: Staff Profiles

3.1 Disability

Staff Disability in comparison to HE Average over 3 Years

	% Disabled 16/17	% Disabled 17/18	% Disabled 18/19
University of Westminster	3.9%	5.2%	5.4%
HE Average	4.8%		

University of Westminster   HE Average   Linear (HE Average)
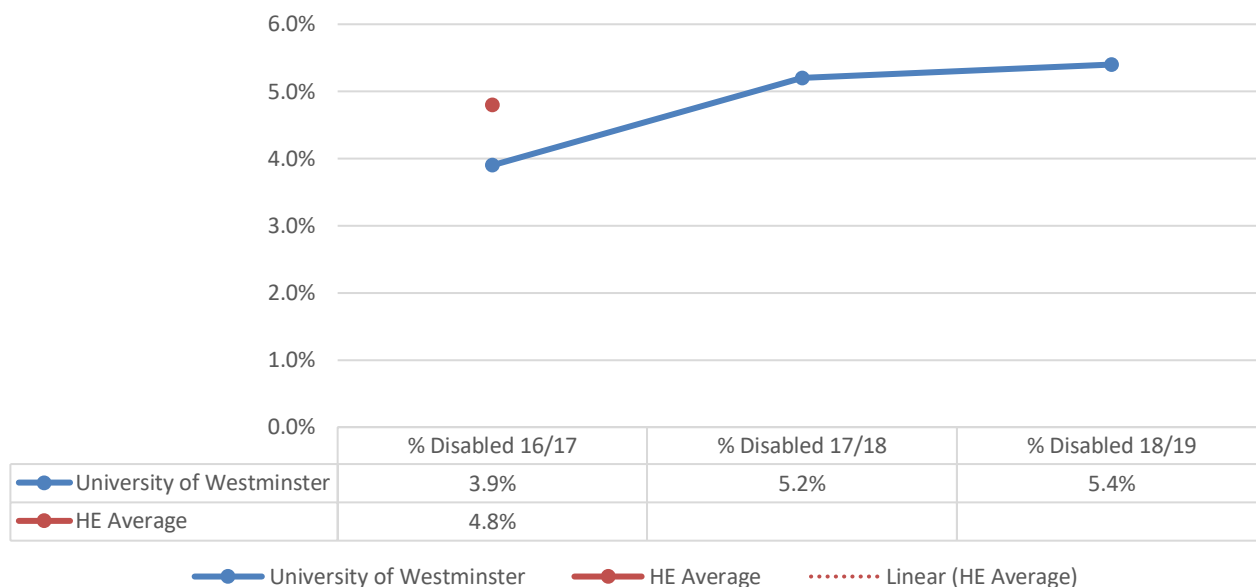
Disability Percentage over 3 Years - Professional Services

	% Disabled 16/17	% Disabled 17/18	% Disabled 18/19
Percentage	3.90%	6.23%	6.17%
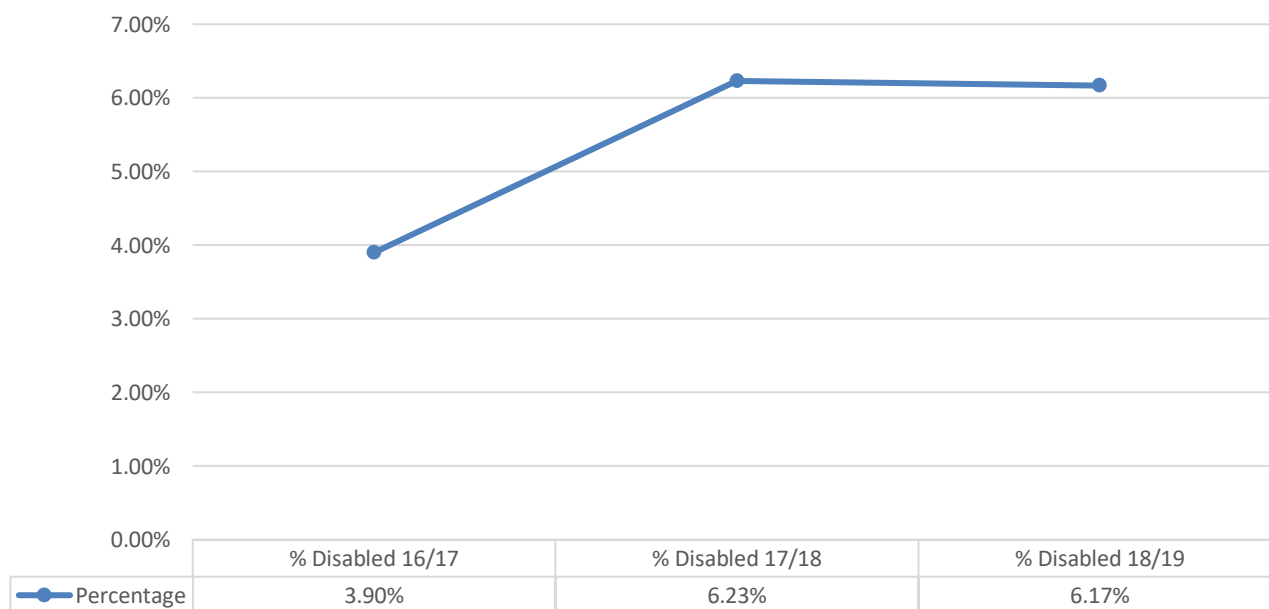
Disability Percentages as at 30.6.2019 - Colleges and All UoW

	WBS	DCDI	LAS	Colleges & Professional Services
Percentage	6.9%	4.6%	4.7%	5.4%
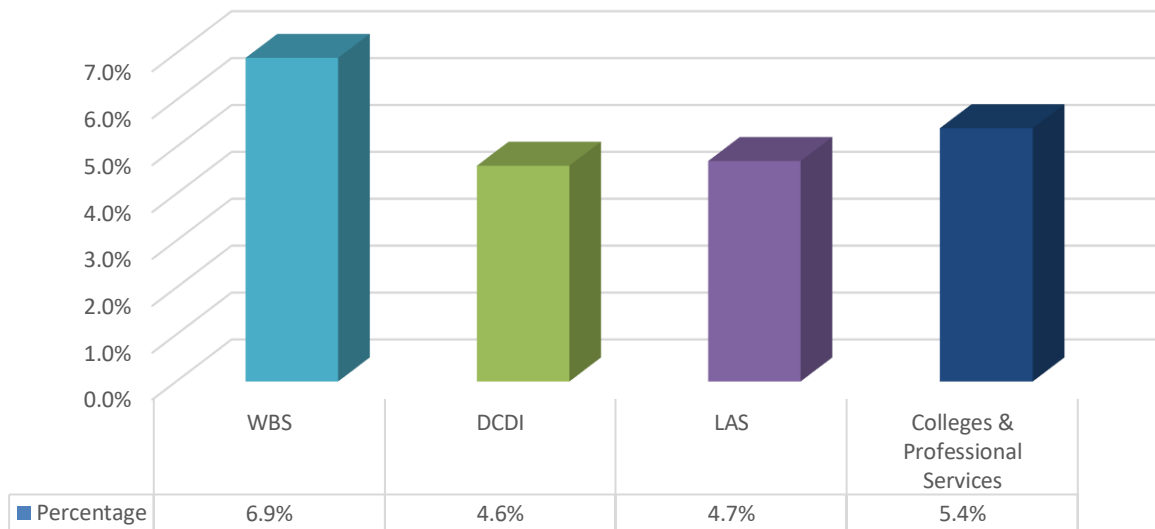
Disability Percentages as at 30.6.2019 and 3 year comparison - Colleges and All UoW

	% Disabled 16/17	% Disabled 17/18	% Disabled 18/19
ABE	5.1%	4.5%	
FST	4.8%	6.0%	
MAD	3.1%	4.3%	
SSH	2.6%	3.3%	
WBS	4.4%	5.3%	6.9%
DCDI			4.6%
LAS			4.7%
Colleges & Professional Services	3.9%	5.2%	5.4%

ABE FST MAD SSH WBS DCDI LAS Colleges & Professional Services
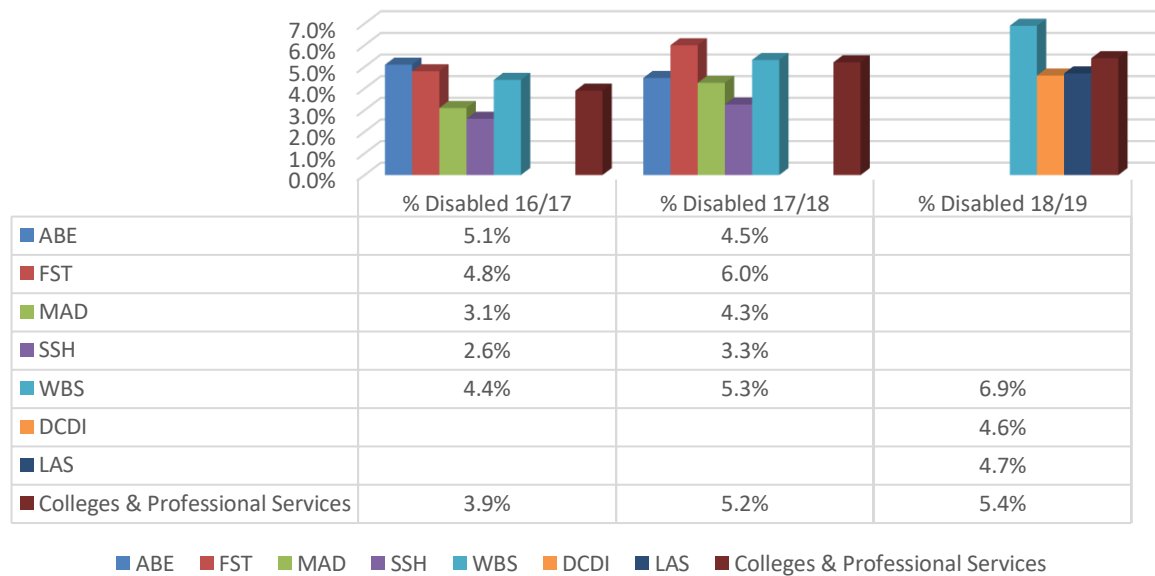
3.2 Ethnicity

UoW BAME Percentage in comparison to HE Average over 3 years

	% BAME 16/17	% BAME 17/18	% BAME 18/19
University of Westminster	24.4%	25.0%	26.4%
HE Average	12.1%		

BAME Percentage over 3 years - Professional Services

	% BME 16/17	% BME 17/18	% BME 18/19
BAME	31.9%	33.7%	33.8%
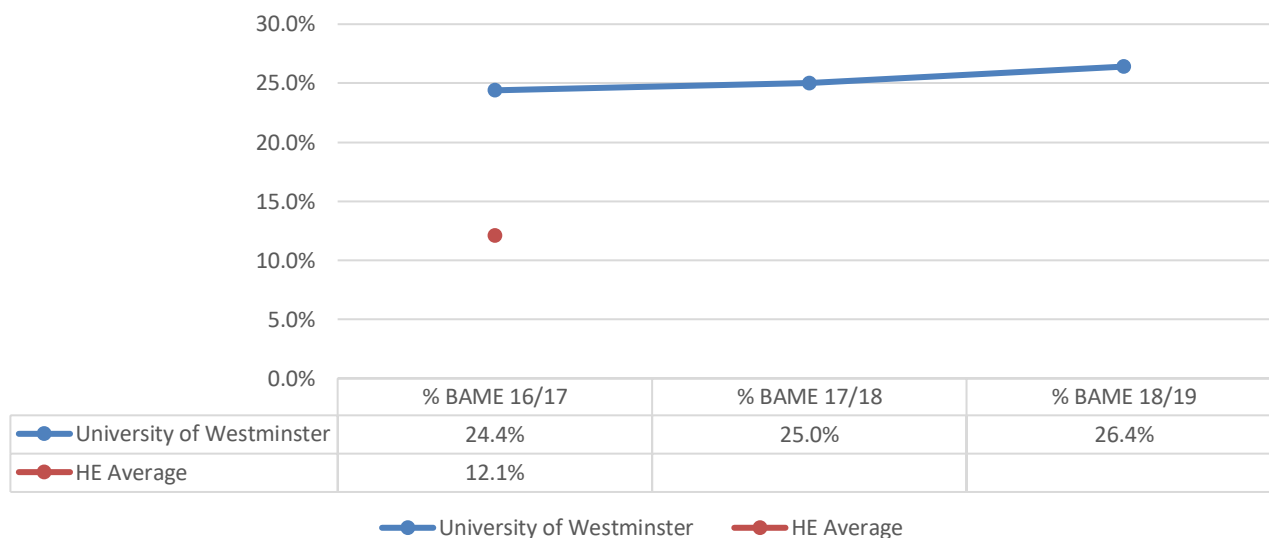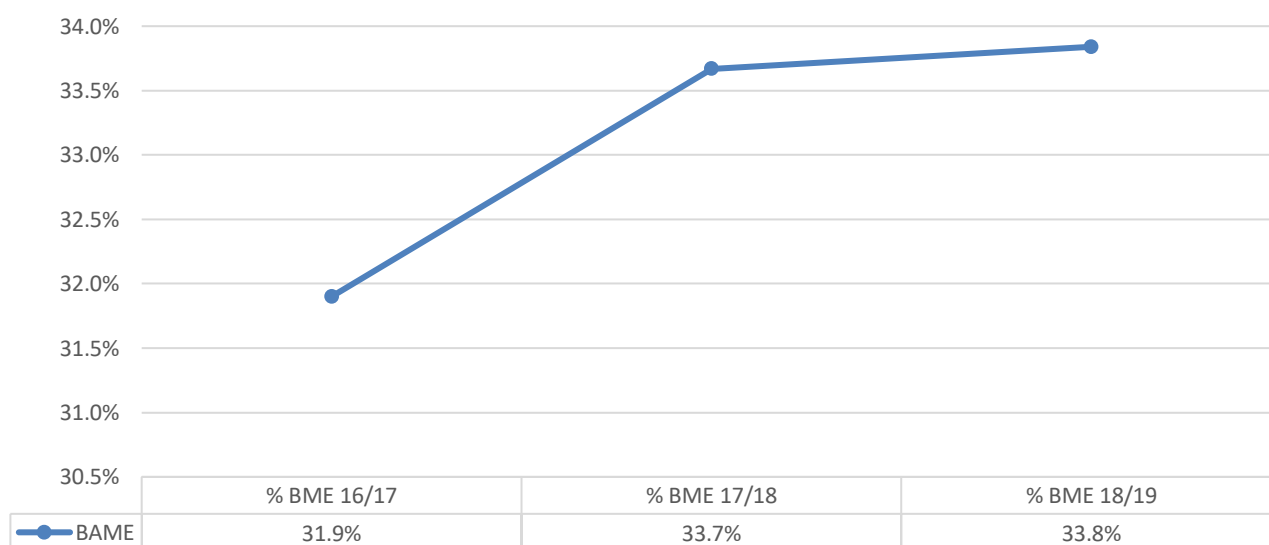
Ethnicity Breakdown as at 30.6.2019 - Colleges & Professional Services
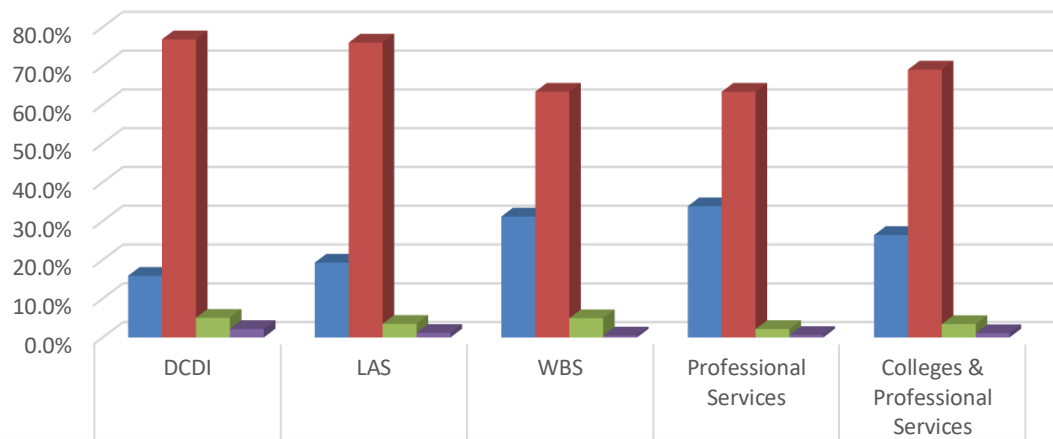
	DCDI	LAS	WBS	Professional Services	Colleges & Professional Services
BAME	15.9%	19.3%	31.2%	33.8%	26.4%
White	76.9%	76.0%	63.4%	63.3%	69.1%
Unrecorded	5.1%	3.5%	5.0%	2.2%	3.4%
Information Refused	2.2%	1.2%	0.5%	0.6%	1.1%

BAME Percentage at 30.6.2019 - Colleges and Professional Services
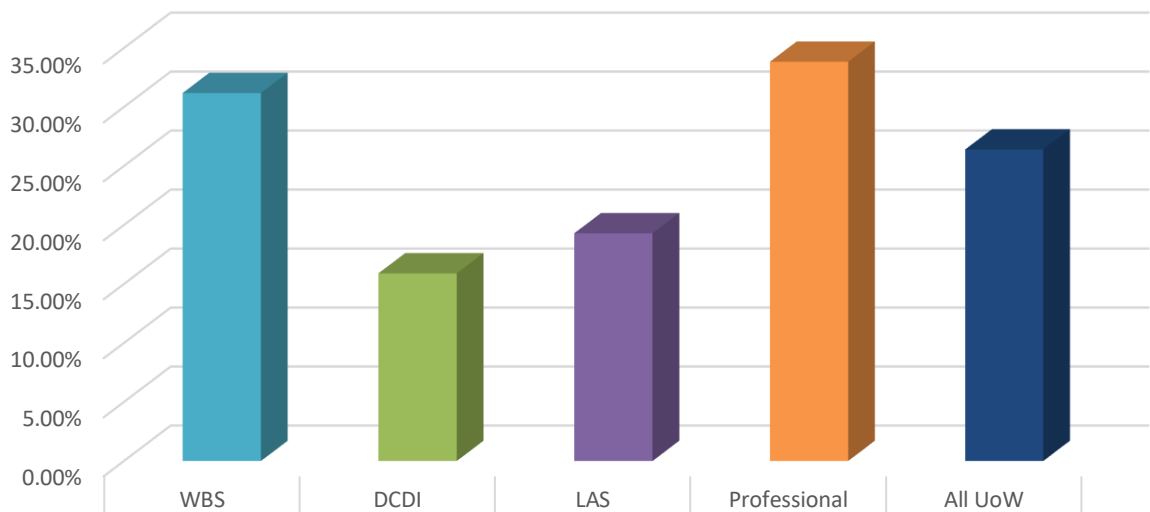
	WBS	DCDI	LAS	Professional Services	All UoW
Percentage	31.19%	15.90%	19.30%	33.84%	26.41%

BAME Percentage over 3 Years - Faculties, Colleges, and Professional Services

	ABE	FST	MAD	SSH	WBS	DCDI	LAS	Professional Services	All UoW
16/17 BME	12.4%	19.4%	12.5%	14.5%	31.6%			31.9%	20.4%
17/18 BME	12.8%	20.8%	13.6%	14.0%	30.9%			33.7%	25.0%
18/19 BAME					31.19%	15.90%	19.30%	33.84%	26.41%

■ 16/17 BME   ■ 17/18 BME   ■ 18/19 BAME
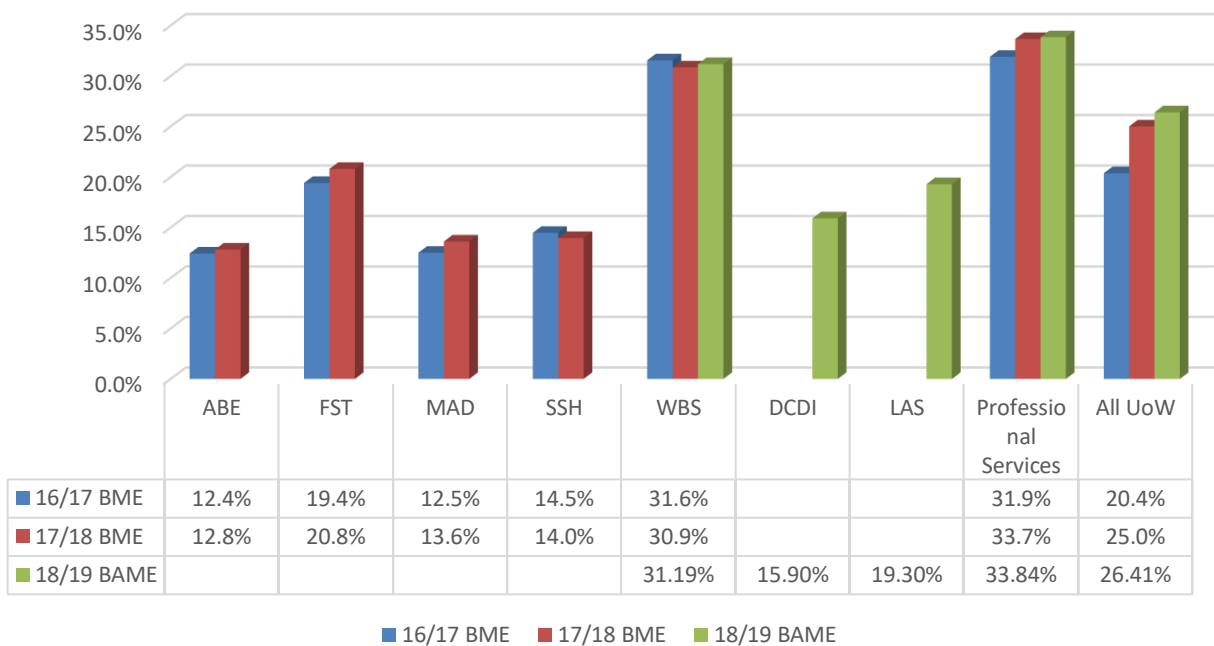
BAME Percentage as at 30.6.2019 - Management Group

	Assistant Heads of Schools	Associate Heads of Colleges	Heads of Colleges	Heads of Schools	L1-L5	Non-Management	Professors	Rectorate
■ BAME	37.5%	0.0%	0.0%	16.7%	7.1%	27.8%	8.1%	0.0%
■ Information Refused	0.0%	0.0%	0.0%	0.0%	0.0%	1.2%	0.0%	0.0%
■ Unknown	0.0%	0.0%	0.0%	0.0%	0.0%	3.5%	8.1%	0.0%
■ White	62.5%	100.0%	100.0%	83.3%	92.9%	67.6%	83.9%	100.0%
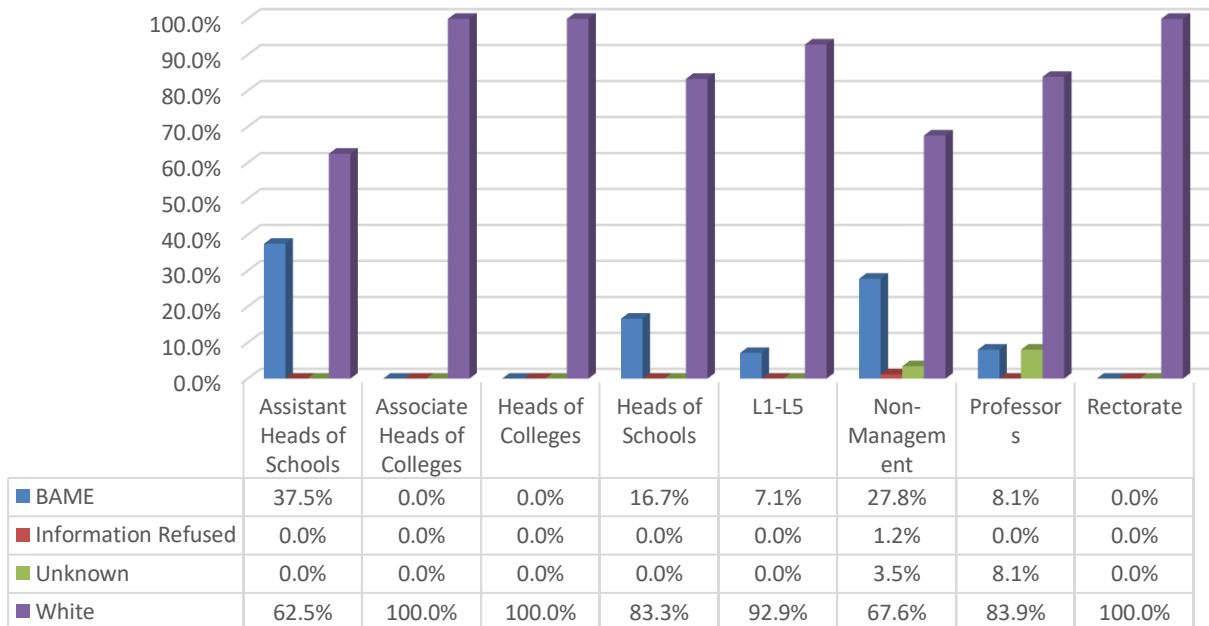
3.3 Gender

Female Staff in comparison to HE Average

	% Female Staff 16/17	% Female Staff 17/18	% Female Staff 18/19
University of Westminster	53.9%	53.6%	54.3%
HE Average	55.6%		

University of Westminster   HE Average
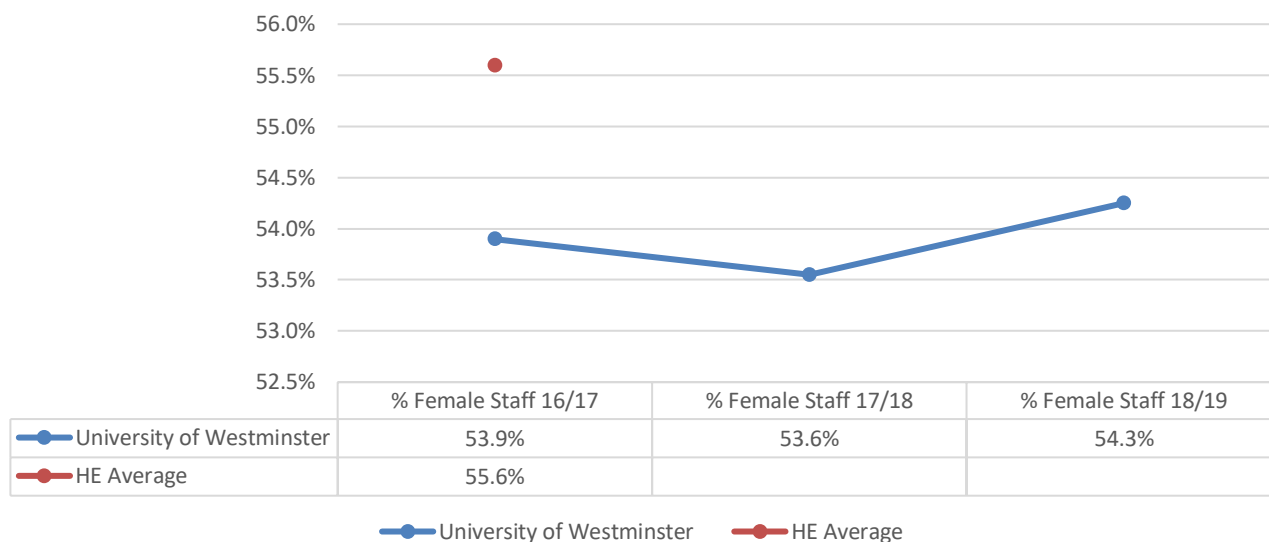
Female Staff Percentage over 3 years - Professional Services

	% Female Staff 16/17	% Female Staff 17/18	% Female Staff 18/19
Female	61.2%	61.7%	62.6%

Female Percentage over 3 years - Faculties, Colleges, and Professional Services

	ABE	FST	MAD	SSH	WBS	DCDI	LAS	Professional Services	All UoW
16/17 Female	37.9%	46.5%	44.1%	53.5%	54.9%			61.2%	49.7%
17/18 Female	38.5%	48.8%	42.6%	51.6%	53.7%			61.7%	53.6%
18/19 Female					50.99%	39.04%	55.56%	62.58%	54.25%
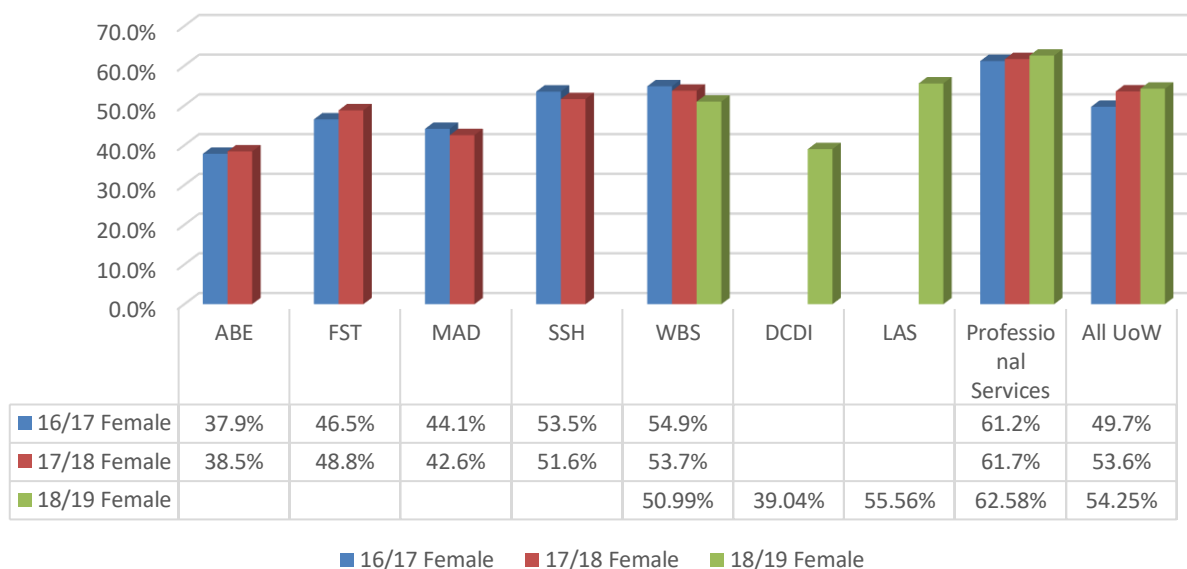
■ 16/17 Female ■ 17/18 Female ■ 18/19 Female

UoW Gender Breakdown as at 30.6.2019

	DCDI	LAS	WBS	Professional Services	UoW Total
Female	39.0%	55.6%	51.0%	62.6%	54.2%
Male	61.0%	44.4%	49.0%	37.4%	45.8%
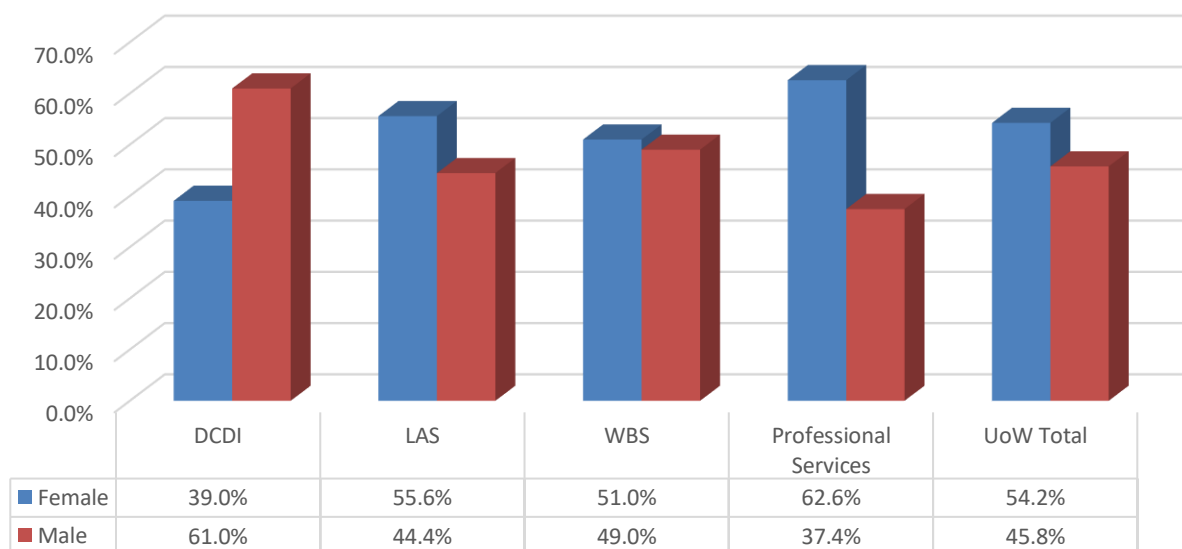
Female Proportion in Senior Grades over 3 years

	% Female Staff 16/17	% Female Staff 17/18	% Female Staff 18/19
Deans	40.0%	0.0%	
Heads of Departments	34.8%	38.1%	42.2%
Levels 1 - 5 (Admin Heads)	50.0%	41.0%	45.2%
Professors	33.0%	32.8%	33.9%
Non-Management		55.1%	55.7%
University of Westminster	53.9%	53.6%	54.3%
HE Average	55.6%		

Deans — Heads of Departments — Levels 1 - 5 (Admin Heads) — Professors — Non-Management — University of Westminster — HE Average
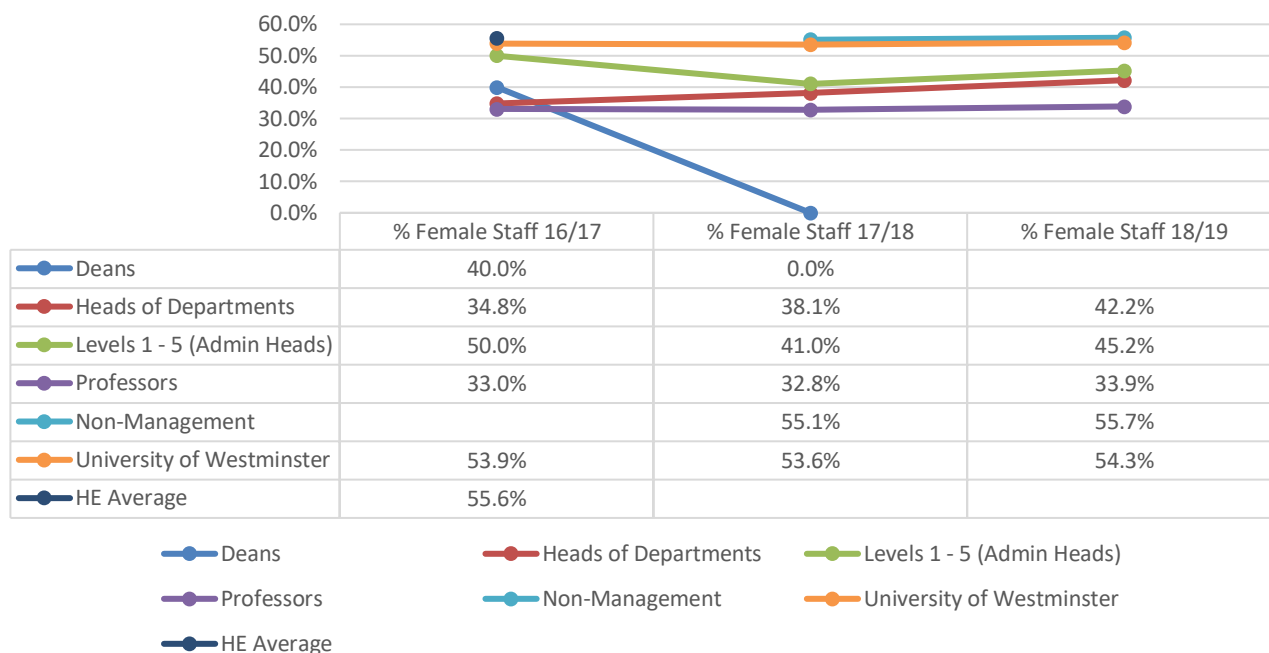
3.4 Staff Turnover

Staff Turnover in comparison to HE Average over 3 years

	% Turnover 16/17	% Turnover 17/18	% Turnover 18/19
Academic	5.10%	10.92%	14.71%
Professional Support	13.60%	36.58%	30.85%
Researchers	7.30%	52.78%	52.70%
UoW Total	9.50%	24.85%	24.28%
HE Average	8.00%		

Academic — Professional Support — Researchers — UoW Total — HE Average
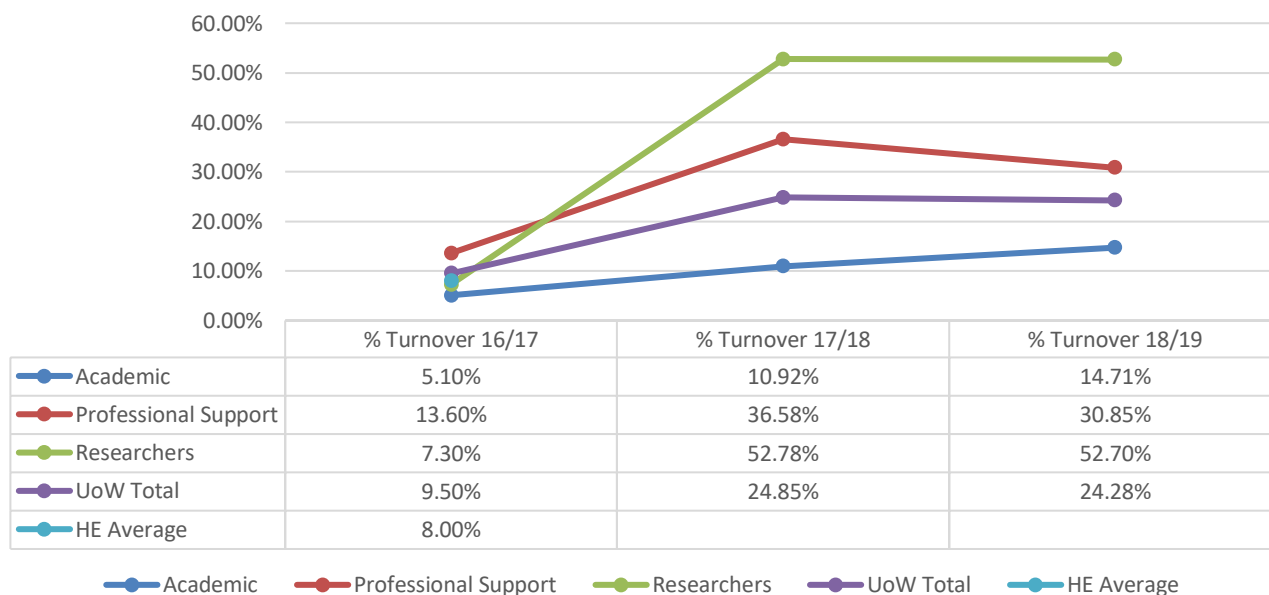
Staff Voluntary Turnover - Faculties, Colleges, and Professional Services

	% Turnover 16/17	% Turnover 17/18	% Turnover 18/19
ABE	1.7%	11.5%	
FST	9.9%	12.8%	
MAD	5.1%	12.3%	
SSH	4.4%	5.6%	
WBS	7.3%	14.9%	8.4%
DCDI			12.5%
LAS			12.0%
Professional Services	13.7%	29.8%	28.2%
UoW	9.5%	19.4%	23.9%
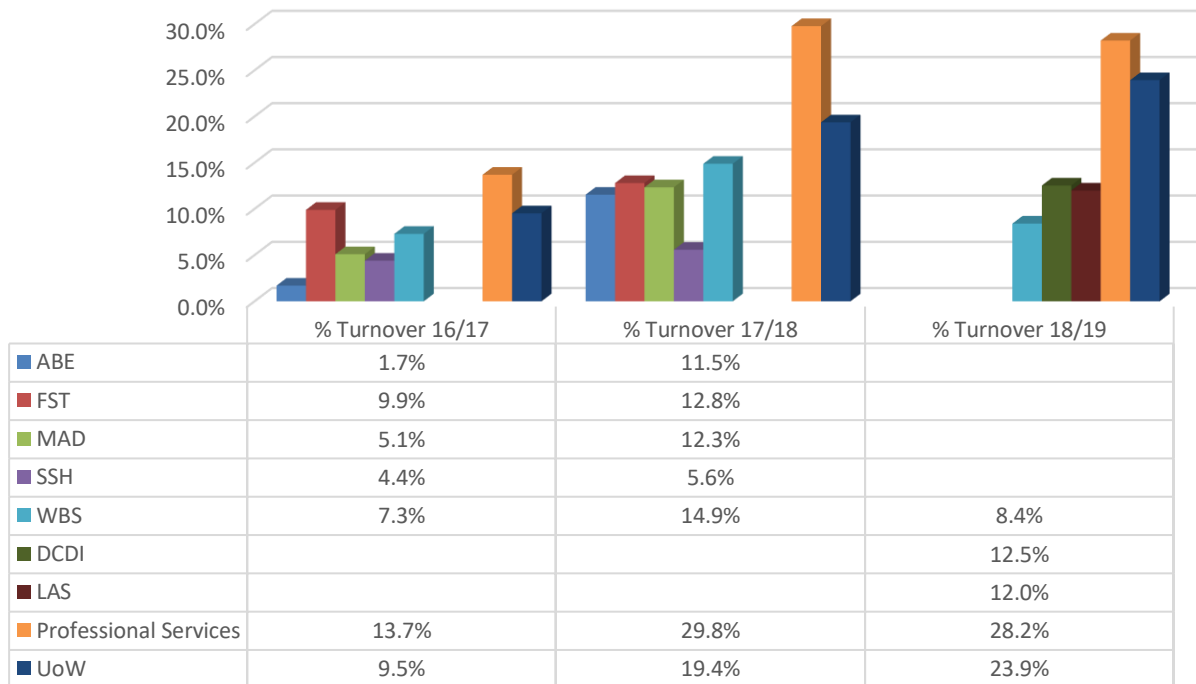
Staff Turnover - Voluntary and All Leavers

	% Turnover 16/17	% Turnover 17/18	% Turnover 18/19
UoW Voluntary Turnover	9.5%	19.4%	23.9%
UoW All Turnover	14.6%	24.9%	24.3%
HE Average	8.0%		
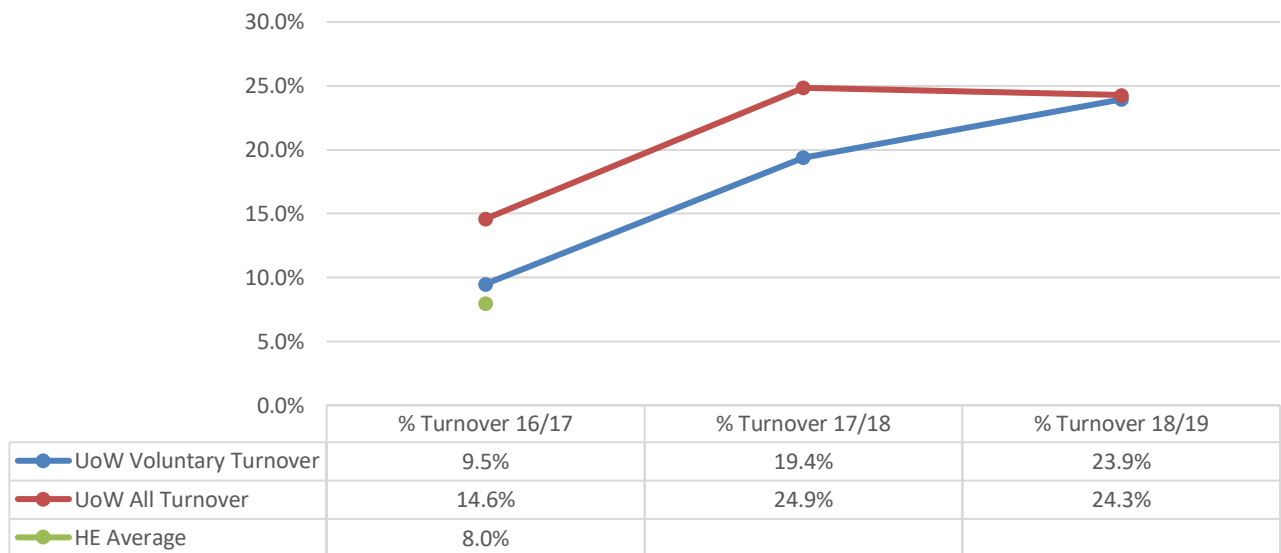
Management Voluntary Turnover against HE Average over 3 years

	16/17	17/18	18/19
Deans	0.0%	50.0%	
Heads of Dept	4.4%	9.5%	4.4%
Admin Heads (L1-L5)	7.1%	53.9%	23.8%
Professors	5.1%	28.1%	16.1%
UoW	9.5%	19.4%	23.9%
HE Average	8.0%		
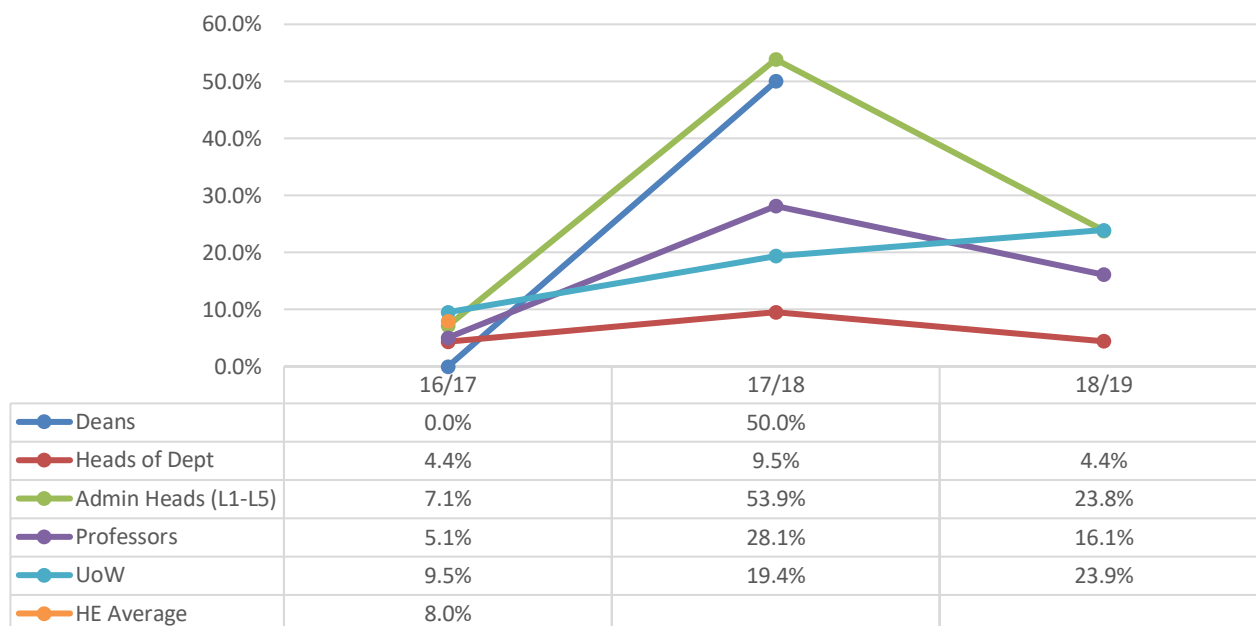
Management Turnover against HE Average - All Leavers over 3 years

	16/17	17/18	18/19
Deans	0.0%	50.0%	
Heads of Dept	4.4%	9.5%	4.4%
Admin Heads (L1-L5)	12.5%	53.9%	23.8%
Professors	5.1%	32.8%	16.1%
UoW	14.6%	24.9%	23.9%
HE Average	8.0%		
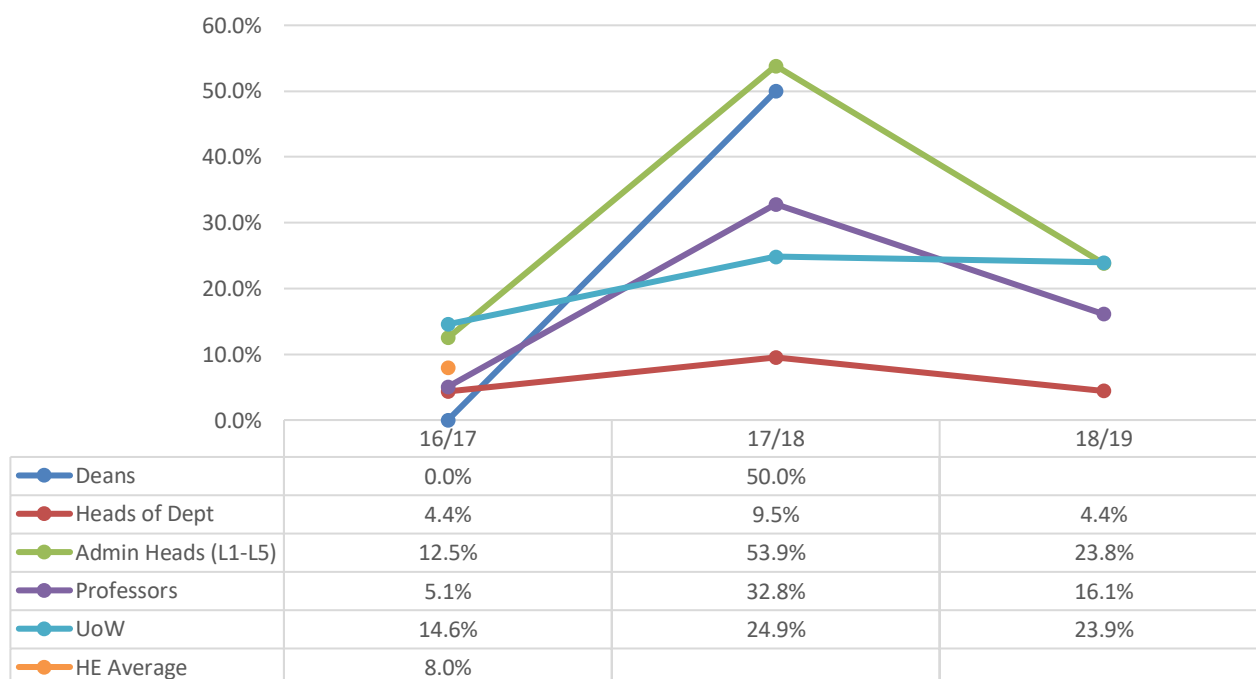
3.5 Age

UoW Staff Age Profile over 3 years in comparison to HE 2016 Average

	Less than 25	25 to 34	35 to 44	45 to 54	55 to 64	65+
% Age Profile 16/17	2.7%	18.4%	25.6%	28.8%	20.0%	4.5%
% Age Profile 17/18	2.3%	15.4%	25.3%	30.8%	21.5%	4.6%
% Age Profile 18/19	2.2%	16.9%	25.6%	29.6%	21.6%	4.2%
HE Average 2016	3.8%	21.3%	26.3%	27.3%	18.5%	2.8%
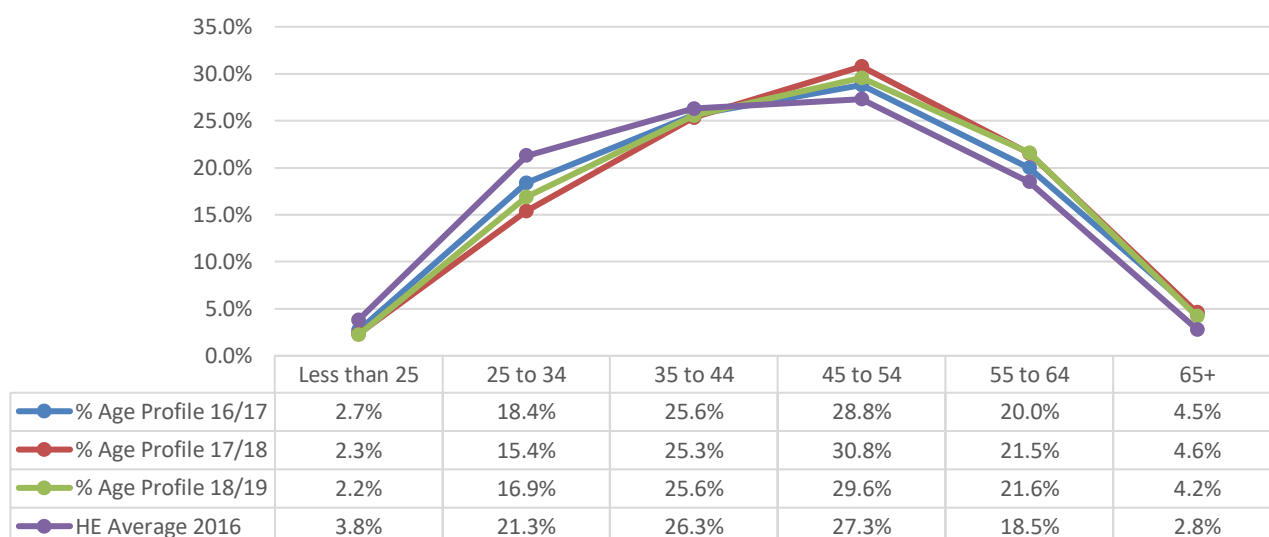
Age Profile Percentage - By staff group at 30 June 2019

	Less than 25	25 to 34	35 to 44	45 to 54	55 to 64	65+
Academic	0.1%	3.9%	12.2%	17.2%	14.0%	3.4%
Professional Support	2.2%	13.0%	13.4%	12.4%	7.6%	0.8%
Grand Total	2.2%	16.9%	25.6%	29.6%	21.6%	4.2%
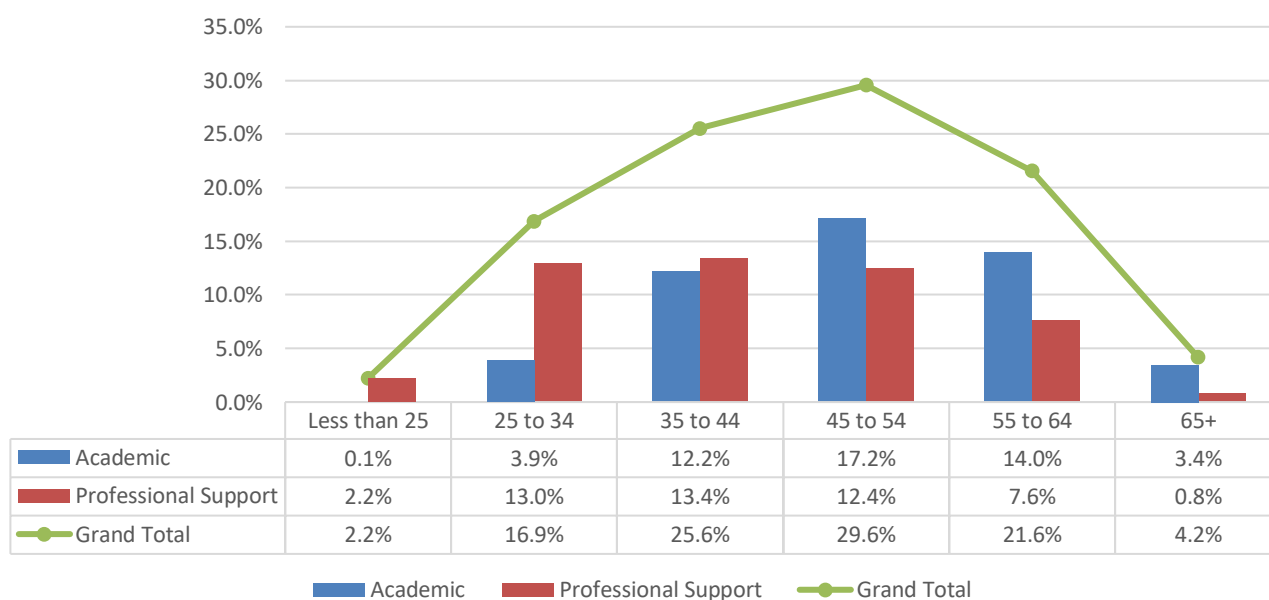
Age Profile Percentage - by Grade Groups as at 30 June 2019

	Less than 25	25 to 34	35 to 44	45 to 54	55 to 64	65+
Admin Heads	0.0%	0.1%	0.6%	1.2%	0.5%	0.0%
NG6-NG8	0.0%	2.5%	4.6%	4.0%	2.3%	0.3%
NG0-NG5	2.2%	10.4%	8.1%	7.1%	4.6%	0.5%
N/A	0.0%	3.8%	12.2%	17.3%	14.1%	3.4%
Grand Total: 18/19	2.2%	16.9%	25.5%	29.6%	21.6%	4.2%
Grand Total: 17/18	2.3%	15.4%	25.3%	30.8%	21.5%	4.6%
Grand Total: 16/17	5.0%	27.9%	27.2%	23.1%	14.8%	2.0%
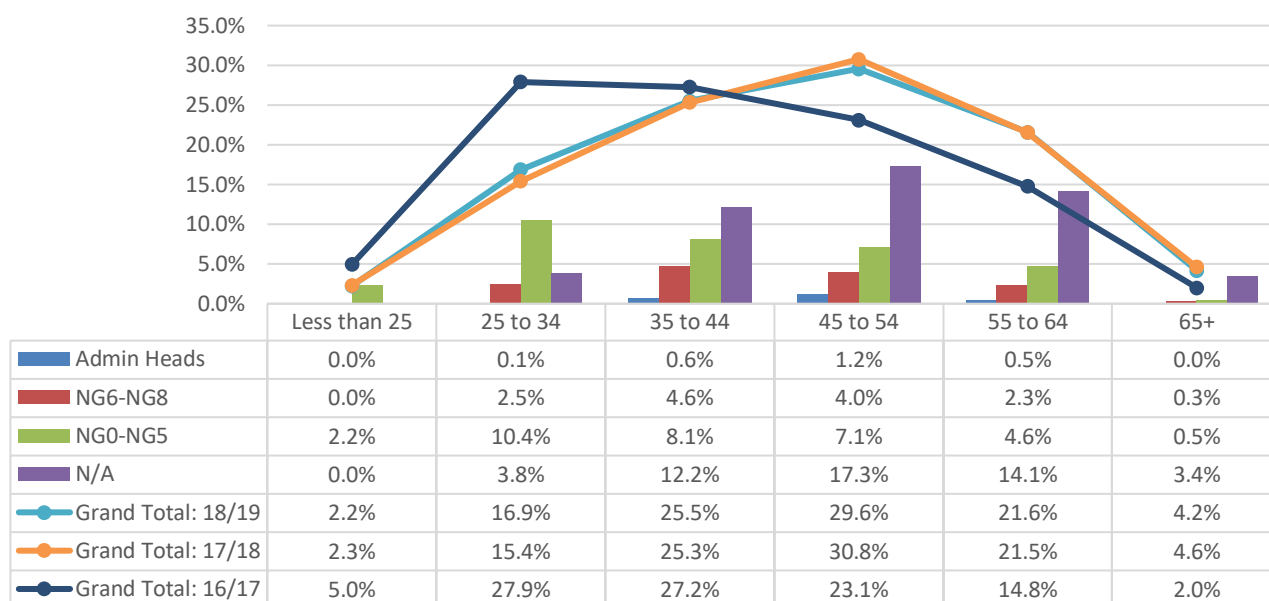
Age Profile Percentage - by Academic Grades as at 30 June 2019

	Less than 25	25 to 34	35 to 44	45 to 54	55 to 64	65+
Academic Heads	0.00%	0.00%	14.29%	28.57%	53.06%	4.08%
Academics	0.00%	5.13%	24.08%	36.18%	27.50%	7.11%
Researchers	1.35%	39.19%	29.73%	13.51%	10.81%	5.41%
Grand Total: 18/19	0.11%	7.70%	24.01%	33.86%	27.52%	6.80%
Grand Total: 17/18	3.3%	13.7%	18.4%	27.8%	26.4%	10.4%
Grand Total: 16/17	0.4%	8.4%	23.8%	34.7%	25.5%	7.2%

3.6 Sexual Orientation Return

Sexual Orientation Return - All Staff over 3 years

	Recorded	Unrecorded
■ % SO Profile 16/17	57.5%	42.5%
■ % SO Profile 17/18	57.5%	42.5%
■ % SO Profile 18/19	62.4%	37.6%

3.7 Religion and Belief Return

Religion & Belief Return - All Staff over 3 years

	Recorded	Unrecorded
■ % R&B Profile 16/17	58.2%	41.8%
■ % R&B Profile 17/18	58.4%	41.6%
■ % R&B Profile 18/19	62.9%	37.1%