

Staff Equality, Diversity & Inclusion Annual Report 2014-15

**NB - Appendices 1-6 are separate
documents**

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Section 1: Executive Summary

1.1 Purpose of Report

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 2015-16.
- 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 2014-15

The following is a brief summary of analysis, further detail is provided in Appendices 1-6:

- Although disability disclosure has slightly decreased by 0.7% to 4.3%, this remains higher than the Sector average of 3.5%, as reported by DLA Piper.
- The University of Westminster BME profile stands at 21.5%, a slight increase from the previous year. The Sector average has also slightly increased to 11.5%, but the university continues to remain almost double this figure.
- The overall gender split is 54.3% - although this represents a 0.5% increase, the percentage of female staff now falls slightly under the Sector average of 55.5%.
- The headline figures show that the percentage of leavers has increased to 8.2% and is also slightly higher than the sector average. It's worth noting the sector average has also slightly increased from the previous year.
- The Age profile has not changed significantly since the last report, which is unsurprising given the overall picture of a stable workforce profile.
- Religion and Belief and Sexual Orientation: Many Universities do not provide numbers and percentages of the total number of staff with these protected characteristics. There has been an increase in the overall disclosure rate from 34.8% to 43.2% for Sexual Orientation information and from 32.6% to 43.5% for Religion and Belief information from the previous year. This provides an improved snapshot of the data we have on these groups. We acknowledge that a number of staff consider this information, in particular, to be sensitive, personal information.

1.3 Benchmarking Summary 2014-15

The table summarises the benchmark position of the University against Sector information collected and collated annually by DLA Piper. Further detail is contained Appendices 1-6

The trend data is based on the period 1st August 2014 to 31st July 2015. The profile data is a snapshot as at 19th May 2015.

Protected Characteristic	UoW %	Bench mark %	Status	Change in year
Disability	4.3	3.5	↓	Slight decrease in disclosure level of 0.7%, but remains higher than Sector average.
Ethnicity	21.5	11.5	↑	An increase of 1.6%. Similar to the last 3 years, UoW's BME % is almost double Sector average.
Gender	54.3	55.5	↓	Although a very slight increase of 0.5%, this has now fallen short of Sector average by 0.8%. This can be attributed to Sector average increasing by 9.2% since last year.
Turnover	8.2	7.5	↓	Voluntary turnover has increased across most groups resulting in a 1.8% increase overall. Turnover is slightly higher than the sector average.
Age (45 to 65+)	52.6	48.9	↑	No change and still higher than sector average.
Age (16 to 24)	2	3.8	↓	Slight increase of 0.6% but lower than sector average, which is almost double the UoW %.

1.4 Progress, Recommendations & Actions 2015-16

1. Single Equality Policy (SEP) completed and the University Staff Development Policy revised to show how the University aligns EDI activity to staff resourcing strategies. The aim is for the SEP Action Plan to eventually include actions and recommendations identified through this annual statutory EDI report, the Race Equality Charter Mark Trial self-assessment team and the Athena Swan Charter Mark self-assessment team.
2. Disability Equality Scheme reviewed in the context of completing the work on the Single Equality Policy.
3. 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.
4. Academic unit replacement activities/criteria monitored and gradual change in the profile and mix as a result of workforce planning information:
 - Corporate Services Workforce Plan with objectives to 2017.
 - Academic Unit Workforce Plans with objectives to 2017.
 - University Workforce Plan for 2015-20 to support Westminster 2020.
5. Open and transparent recruitment processes are applied across all University posts to minimise risk of discrimination claims
6. Network Development:
 - BME network in support of the ECU Race Equality Charter Mark.
 - Women in STEM network to support the Athena Swan work.
7. Organisation & Staff Development Strategy:
 - 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 2020 resourcing requirements.
 - To focus on activities to facilitate shifts in our cultural profile.
8. Policy work in partnership with staff and unions in support of submissions for the Race Equality Charter Mark and the Bronze Athena Swan award.
9. Continue to focus on developing flexibility in our resourcing models through professionalising workforce planning across the University.
10. Set up monitoring tools and recruitment strategies to show an increase in proportional representation of BME staff by externally recruiting across all posts

11. Develop and provide manager guidance for identifying posts for internal recruitment only.
12. Develop more opportunities for effecting targeted turnover e.g. annual voluntary leavers scheme to effect changes in age, gender and BME profile mix.
13. Review the staff profile against the student profile to assess differences and refine targeting.
14. Further research into higher education and private sector EDI best practice, developing knowledge base, relationships and investigating potential partnerships.
15. External EDI context and profile - Further development of local, national and international community partnerships and relationships through Corporate Social Responsibility programme

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.

	Board/Committee	Date
Approved by:	CSR Group	
Approved by:	UEB	
Endorsed by:	HR Committee	
Approved by:	Court of Governors	

Publication: Open

Section 2: Single Equality Policy and Plan

The Single Equality Policy and Action Plan was the product of consultation work with staff and students carried out between November 2014 and March 2015. Various methods were used to gather the information including, interviews, surveys and focus groups, as well as consultation with the Trade Unions, the University of Westminster Students' Union and the University's staff networks.

The aim is for the plan to eventually include actions and recommendations identified through this annual statutory EDI report, the Race Equality Charter Mark Trial self-assessment team and the Athena Swan Charter Mark self-assessment team.

The Action Plan details the main objectives to be implemented in the next five years (2015-2020). For the purpose of this report we will highlight the four main objectives and key planned actions for 2015-16, the full plan and report is available on request:

Objective 1: Develop the Single Equality Policy & Plan in conjunction with the University of Westminster community and ensure that the plan is published and disseminated

Key Actions: Ensure the policy and plan is developed, approved, published, communicated and reviewed through the Corporate Social Responsibility (CSR) Group on behalf of the Court of Governors

Objective 2: Review and improve data collection and monitoring across both the student and staff lifecycle

Key Actions: Continue to encourage high levels of participation by all eligible students in the following student surveys: Student Experience Survey (SES), for first and second year undergraduates National Student Survey (NSS) for final year undergraduates, Postgraduate Taught Experience Survey (PTES) for taught postgraduates and Continue to run Staff Engagement & Stress Management Surveys on a regular basis

Objective 3: Fully embed equality, diversity and inclusion across the University

Key Actions: Senior staff Champion equality, diversity and inclusion across the University by active promotion of and engagement with the EDI agenda and SEPP.

Update the Diversity and Dignity at Work and Study policy

Embed equality and diversity into teaching and learning strategy to ensure inclusion and raise attainment across all protected characteristics

Objective 4: Build the University of Westminster community and enhance diversity

Strengthen induction and pastoral care provision for students

Undertake actions in the 'Changes to Disabled Students' Allowance Position Paper'¹ to ensure that the University is compliant with relevant regulations and legislation and meets its statutory and anticipatory duties with regard to supporting disabled students² Development of a staff Women in Academic/Research Network (part of the Athena Swan work)

Development of a staff BME network (in support of the ECU Race Equality Charter)

¹ Approved 16 June 2015 by University Executive Board

² The University is compliant with relevant regulations and legislation and meets its statutory and anticipatory duties with regard to supporting disabled students. This also presumes a commitment to making reasonable adjustments and addressing student support requirements to promote full participation in academic and social life at the University of Westminster.

Section 3: 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:

- 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”
<http://www.equalityhumanrights.com/about-us/our-work/key-projects/britain-fairer/great-britain-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.
- In January 2012, the European Commission proposed a comprehensive [reform of data protection rules in the EU](#). The completion of this reform is a policy priority for 2015.
- 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/>
- Trade Union Bill 2015-16 <http://services.parliament.uk/bills/2015-16/tradeunion.html>
- Review of Public Sector Equality Duty <https://www.gov.uk/government/groups/review-of-public-sector-equality-duty-steering-group>

Section 4: Staff Engagement Survey: Summary Results

The University of Westminster is committed to supporting diversity and equal opportunities and to creating a stimulating and supportive learning and working environment which is supportive and fair, based on mutual respect and trust, and in which harassment and discrimination are neither tolerated nor acceptable.

This will allow staff and students to reach their full potential regardless of their race, nationality, ethnic or national origins, marital status, disability, gender, religion or belief, sexual orientation or any other similarly irrelevant factor.

We aim to encourage a working and learning environment.

We will continue to respect and value diversity within our communities of staff and students, to promote equality of opportunity, and to challenge and strive to eliminate unlawful discrimination.

The following is a summary of EDI related data from the Staff Engagement Survey 2015 based on EDI related questions. Percentages are based on 1,159 respondents, representing a University-wide response rate of 46.8%.

Main questions	% agreed
The University of Westminster treats all staff equally regardless of age, disability, gender, race, religion and belief, pregnancy and maternity, marriage and civil partnership, sexual orientation or gender reassignment	67%
Additional discrimination questions	% disagreed
In the last 12 months have you felt discriminated against at the University of Westminster because of age, disability, gender, race, religion and belief, pregnancy and maternity, marriage and civil partnership, sexual orientation or gender reassignment? (Number of individuals reporting feeling discriminated against – 82)	93%
In the last 12 months have you witnessed discrimination at the University of Westminster on the grounds of age, disability, gender, race, religion and belief, pregnancy and maternity, marriage and civil partnership, sexual orientation or gender reassignment? (Number of individuals reporting witnessing discrimination – 122)	89%

Additional Stonewall	
If you have identified as lesbian, gay, bisexual or transgender do you consider yourself to be 'out' in the workplace? (Number of individuals identifying themselves as 'out' – 60)	51%

Race Equality Charter Mark questions

On completion of the University's standard staff engagement survey question set, respondents were presented with the RECM question set. In line with the mandated process, after an initial block of RECM questions, respondents had the option of terminating the survey or completing the full RECM question set. Over two thirds of respondents 'opted in' to the full RECM question set (n=790).

Over the 28 questions, there were 10 surpluses (i.e. where minority responses were higher than non-minority responses), 17 deficits (where minority responses were lower than non-minority responses) and one score the same.

The above can be summarised through a comparison of index scores relative to 'all white' perspective (shown right).

2015 RECM theme	English / Welsh / Scottish / Northern Irish / British	Irish	Any other White background	Bangladeshi	Chinese	Indian	Pakistani	Any other Asian background	African	Caribbean	All Mixed Ethnicity	All Other Ethnicity
General	✘	✔	✔	✔	✔	✔	✔	✔	✔	✘	✘	✔
Recruitment and selection	✔	✘	✘	✘	✔	✔	✘	✔	✔	✘	✘	✔
Career development, promotion and pay	✔	✘	✔	✘	✔	✔	✘	✔	✔	✘	✘	✘
Culture, colleagues and wellbeing	✔	✘	✘	✔	✔	✔	✘	✔	✔	✘	✔	✔



Index score is at least 10% above 'All White'.



Index score at least at the same level as 'All White'.



Index score is below 'All White'.



Index score is at least -10% below 'All White'.

General questions (ranked)	%pos³
I am treated equally by my colleagues irrespective of my ethnicity or race	85%
I am treated equally by my manager/supervisor irrespective of my ethnicity or race	84%
The University values diversity and recognises the benefits of having an ethnically diverse staff and student population	81%
The University is committed to creating an inclusive environment for all staff and students, irrespective of their ethnicity or race	80%
Individuals at the University are treated on their merits irrespective of their ethnicity or race	77%
If I reported a race-related incident to my institution, I believe appropriate action would be taken	75%

³ Proportion of respondents who selected: Strongly Agree; Agree; Slightly Agree

Recruitment and Selection (ranked)	%pos
Applicants are selected and employed based on merit irrespective of their ethnicity or race	76%
Vacancies in my department/faculty are advertised fairly and openly	71%
Internal candidates are encouraged to apply for vacancies or promotions fairly and transparently irrespective of their ethnicity or race	68%
The University has clear and transparent recruitment and selection processes	67%
My department/faculty follows clear and transparent recruitment and selection processes	65%
Career development, promotion and pay (ranked)	%pos
In my department/faculty work is allocated on a clear and fair basis irrespective of ethnicity or race	79%
My manager provides equal access to career development opportunities to staff, irrespective of their ethnicity or race	78%
My manager actively encourages staff to take up career development opportunities, irrespective of their ethnicity or race	75%
Staff at the University are paid equitably regardless of their ethnicity or race	74%
My manager values my previous work experience and encourages me to use those skills and experiences in my current role	73%
If I apply for promotion I have an equal chance of success, irrespective of my ethnicity or race	69%
My manager encourages staff to apply for promotion opportunities equally, irrespective of their ethnicity or race	59%
The University has a fair and transparent pay system	56%
I understand the promotions process and am clear about the required criteria	42%
There are clear career progression pathways for people in my role	30%

Culture, colleagues and wellbeing (ranked)	%pos
Racially inappropriate behaviour, language and banter are not tolerated in my workplace	89%
Work-related social events such as staff parties and network events are welcoming to anyone, regardless of their ethnicity or race	86%
My colleagues are supportive of me and I feel like one of the team	86%
I feel able to be myself at work without feeling that I have to act differently because of my ethnicity/race	85%
I would recommend the University to a prospective employee	72%
I know where to go to access support to maintain my own personal wellbeing and health at the University	64%
The personal wellbeing and health support available is good	49%

Engagement by protected characteristics

Valuentis also provided the following breakdown of engagement by protected characteristics. The University norm was 654.

- male and female engagement scores are similar (664 vs 668)
- the 22 gay women/lesbian respondents score relatively critically (599 vs University norm of 654)
 - heterosexual – 677
 - bisexual – 645
 - gay men – 649
 - gay/lesbian women - 599
- The 55 disabled respondents score more critically
 - disabled - 642
 - not disabled – 669
- The 195 minority ethnic respondents score more positively
 - all white 663
 - all Asian 701
 - all Black/African Caribbean 709
 - all mixed ethnicity - 700
 - all other ethnicity - 719

Section 5: Casework

5.1 Formal case work for the period 1st August 2014 to 31st July 2015

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	2012/13	2013/14	2014/15
Disciplinary	8	10	13
Grievance	1	10	9
Sub-total	9	20	22
Employment Tribunal	1	3	1
Total	10	23	23

Of the 2014/15 cases, Corporate Services staff were responsible for 39.1%, Academic Staff 34.8%, and Visiting Lecturers 26.1%. Compared to the previous year, the cases are more evenly split across the three groups. All casework involving Visiting Lecturers were related to a Grievance and one Employment Tribunal claim.

The number of formal cases remains at a similar level to last year. Out of the 2,916 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 inter

Appendices 1-6: Staff Diversity Profiles: Summary Reports

<p><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 – Faculties</p>
<p><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 – Faculties 2c: Staff Profile by Ethnicity – Faculties– 3 year trend</p>
<p><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 – Faculties 3c: Staff Profile by Gender – Faculties – 3 year trend 3d: Staff Profile by Gender – Senior Grades</p>
<p><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: Faculties 4c: Staff Profile by Voluntary Turnover vs All Turnover: Voluntary Leavers vs All Leavers</p>
<p><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</p>
<p><u>Appendix 6:</u> Staff Profile by Religion and Belief and Sexual Orientation 6a: Staff Profile by Sexual Orientation – 3 year trend 5b: Staff Profile by Religion & Belief – 3 year trend</p>

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

- Although disability disclosure has slightly decreased by 0.7% to 4.3%, this remains higher than the Sector average of 3.5%, as reported by DLA Piper.
- UoW % has consistently remained higher over previous reporting periods.
- The disclosure rate has fallen both in Corporate Services and the Faculties – by 0.8% and 0.6% respectively.
- The fall is notable across all faculty departments, except for MAD where the rate remains the same at 3.3%.

- The biggest decrease in disclosure rate is in SSH, where it has fallen by 1.6% to 2.7%. Alongside MAD, these two are the only departments that are below Sector average.

b. Ethnicity – Appendix 2 refers

- UoW's BME profile stands at 21.5%, a slight increase from the previous year. The Sector average has also slightly increased to 11.5%, but the university continues to remain almost double this figure.
- When comparing percentage representation by Faculty, WBS remains the highest, with a small increase on last year at 27.1%. SSH and ABE remain the lowest at 11.1% and 8.2% respectively, lower than the sector average. We do not have subject specific trend data that explains whether this reflects a national picture to help to explain this. SSH shows a slight increase, whereas ABE remains the same as the previous year.
- The BME profile of senior staff has slightly increased by 2% to 7.3%. However, as was the case last year, this does not reflect the strong BME profile the university hold overall.
- In terms of actual headcount of BME staff in senior roles, the 2% represents an increase of 2 (the overall population of senior staff has increased by 7).
- The percentages reported in the categories of 'Unknown' or 'Information refused' has decreased by almost half to 3.1%, highlighting a continuing positive disclosure rate.

c. Gender – Appendix 3 refers

- The overall gender split is 54.3% - although this represents a 0.5% increase, the percentage of female staff now falls slightly under the Sector average of 55.5%.
- This percentage decrease against the Sector average can be explained by the sharp increase of 9.2% in the Sector average.
- Similar to the previous year, the gender balance for UoW remains stable, with 47.8% of academic staff, and 61.7% of professional support staff being female.
- ABE remains the Faculty with the lowest percentage of female staff at 34.9%, which may indicate traditional male-oriented discipline preferences e.g. construction. ABE has shown a small increase in female staff of 1.3% from last year.
- WBS is the only Faculty where the gender split is above the sector average at 55.7%.
- The gender split at senior grades has continued to increase slightly from 53.8% to 54.3%.
- This remains higher than the Sector average of 49.8%, which has also shown an increase for the first time since 2012/13.
- There has been a small increase in female Professors but a decrease of 6.9% in the percentage of Female Heads of Departments. The 6.9% represents a decrease of 3 Female Heads of Departments in terms of actual headcount.

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

- The headline figures show that the percentage of leavers has increased to 8.2% and is also slightly higher than the sector average. It's worth noting the sector average has also slightly increased from the previous year.
- The average figure masks the variations in turnover between the two main groups. Turnover for Academic staff (5.4%) is lower than of the Professional Support staff (10.8%). Turnover for both groups have increased by 1.3% and 2.1% respectively.
- Turnover for Researchers has also been higher – an increase of 4% from last year. In terms of actual headcount this represents 6 leavers compared to 3 the previous year.

- Faculty turnover overall has increased by 1.4% to 5.3%. By each faculty, there have been decreases in ABE (0.1%) and SSH (2.1%) and increases in FST (0.1%), MAD (3.4%), and WBH (3.4%). The biggest turnover increase has been in WBS and MAD which had 10 and 14 leavers compared to 3 and 7 last year respectively.
- When comparing Voluntary Leavers to 'All Leavers', the figure increases from 8.2% to 11.7% which illustrates the difference between the two data sets. The majority of these non-voluntary leavers was due to 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.
- Apart from age groups 16-24 and 25-34, all other UoW age groups have a slightly higher profile in comparison to the Sector average for these groups.
- To put into context, 79.7% of UoW staff are aged 34 and over compared to 74.7% to the Sector average, indicating a slightly older workforce for the university. In comparison to last year, this percentage share has shown a small decrease of 1.1%.
- Numbers in the 65+ group are low but have continued to increase slightly to 3.3% which is as anticipated. It also remains higher than the sector average of 2.7%. 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 increased slightly to 2% which represents a small group of 39 staff (including 1 member of Academic staff). It is notable that UoW 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 2014/15 indicates a leaning towards an incoming of a younger workforce in comparison with the overall age profile of the University. This is especially evident when looking at the percentage of new starters aged 34 and under, which is 24.5% higher than the university's overall profile share and the percentage of new starters aged between 45-64, which is 27.5% lower than university's overall profile share:

	Academic (2014/15 New Starters)	UoW
16-24	9.09%	1.97%
25-34	35.45%	18.32%
35-44	30.91%	27.11%
45-54	15.45%	27.66%
55-64	6.36%	21.61%
65+	2.73%	3.33%

- The age profile of the Corporate Services group has a younger staff profile generally with 61.7% of staff aged 44 and under, in comparison to 32.7% for Academic staff. The age profile for Corporate Services 'peaks' in the 35-44 age category, whilst Academic staff 'peak' in the 45 to 54 age category.
- In the Faculties, the higher age profile remains, with 60% Academic Heads aged 55 and over. However, looking at the data over the past few years, this indicates a downward trend. For example, this percentage share was 76.6% in 2011/12 and continued to decrease to 67.5% last year. Overall, this represents a percentage decrease of 21.7% for Academic Heads aged 55 and over since 2011/12.
- 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 increase in the overall disclosure rate from 34.8% to 43.2% for Sexual Orientation information and from 32.6% to 43.5% for Religion and Belief information from the previous year. This provides an improved snapshot of the data we have on these groups.
- There has been a positive decrease of 8.2% and 5.9% in the 'Unknown' category for Religion and Belief and Sexual Orientation information respectively. These are both good reductions without having carried out a data capture exercise at this time.
- Between 2011/12 and 2014/15, the change in disclosure rate for Sexual Orientation and Religion and Belief information represents a 49.6% and 54.9% increase respectively, reflecting an upward trend in positive disclosure rate each year.
- Despite the trend in positive disclosure rates, with just over half the disclosures being 'Unknown', it is difficult to make any concrete conclusions.
- We acknowledge that a number of staff consider this information, in particular, to be sensitive, personal information.

