IMPERIAL

<u>Annual Staffing and Organisation Report</u>

Outcome requested	**For discussion**
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Annual Staffing and Organisation Report 2024

1. Introduction

1.1. This is the second HR Director's report for Council and it seeks to outline the work of the division.

1.2. HR strives to deliver a People function which supports the College to deliver its academic mission through our great people strand of our enabling plan.

1.3. We recognise that people are the key to our future success, and we aspire to ensure our community is a diverse environment where people and ideas thrive. We aim to provide a world class end to end progressional HR service.

1.4. Whilst we have seen great progress in many areas, the HR leadership team acknowledges that the 2018 HR Transformation failed to deliver its aim for HR to be *"flexible and responsive while being as efficient as possible"*. Since then, we have made some positive progress in improving our transactional services, especially in the HR Hub, however we do still recognise that there is further to go, and this year we are going to focus in on our recruitment services. We are actively working with stakeholders to address this, which may include structural changes whilst waiting for the new OPUS (ERP) system to be implemented, which would lead to automated process improvements.

1.5. This report also references several other associated Council reports that fall within the remit of the People function, for example, the equalities report, which is a separate agenda item.

2. The Senior HR Team and their respective areas of responsibility.

HR Director's Office
Organisational Chart
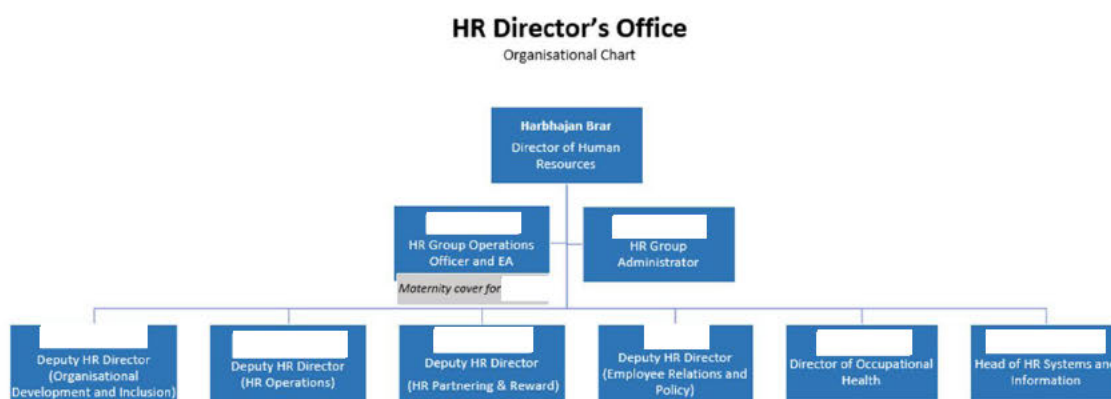
3. Our Values

3.1. This report primarily shares HR's activities between August 2023 to May 2024.
3.2. All work undertaken is underpinned by our Values.

4. Our People Strategy – Imperial People 2022+

4.1. The HR Group's overall objective is to support the College in delivering its academic mission by finding and developing 'diverse talent', 'creating an inclusive culture', and 'building a resilient workplace'.
4.2. The Imperial People Strategy 2022+ set out our aims and how we will achieve them. This has now been subsumed into the Professional Services Enabling Roadmap which focuses on four main areas:

- Improve the HR service experience.
- Attract, select and retain world class talent.
- Enable and inclusive leadership and management culture.
- Improve the employee experience to centre on well-being, growth and belonging.

5. Core Workforce Data (2023)

5.1. Insights on the College population and people processes are available in Appendix A.

6. Employee Relations and Policy Team

6.1. The Employee Relations team are responsible for managing formal procedures related to disciplinary and grievance issues and advising on restructuring and change management issues and redundancies.
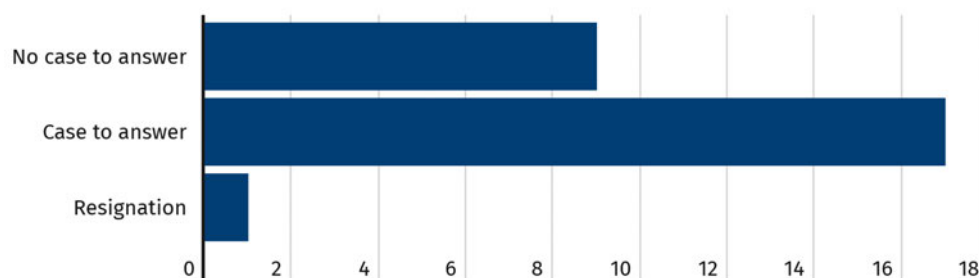6.2. The HR Policy team are responsible for developing policies and procedures and working with stakeholders across the College to ensure that they are effective and compliant with College policy and procedures and with legal or regulatory requirements.

6.3. Key achievements in 2023/24 include the review and implementation of the Sickness Absence Policy, New Carer's Leave Policy, updates to Paternity Leave Policy and a review of the Establishment Review Policy.

6.4. In continuing to support the Resolution Policy we are currently training a further twelve internal mediators to add to our existing cohort to increase the number of internal mediators to twenty.

6.5. The ER Team continue to provide training on Managing Sickness Absence, Managing Probation and Investigating Officer training all of which supporting managers to better deal with staffing issues.
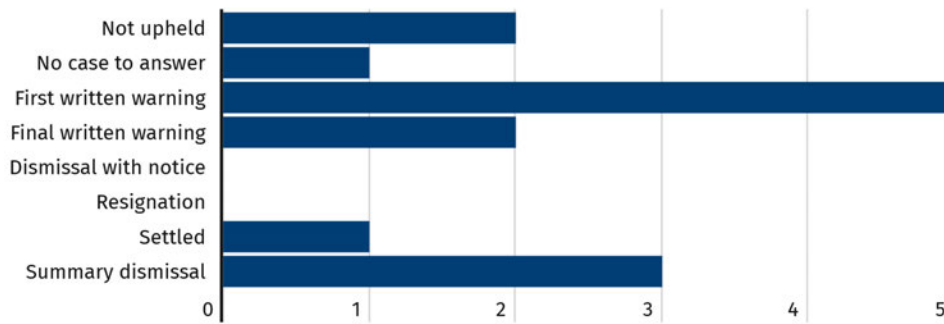
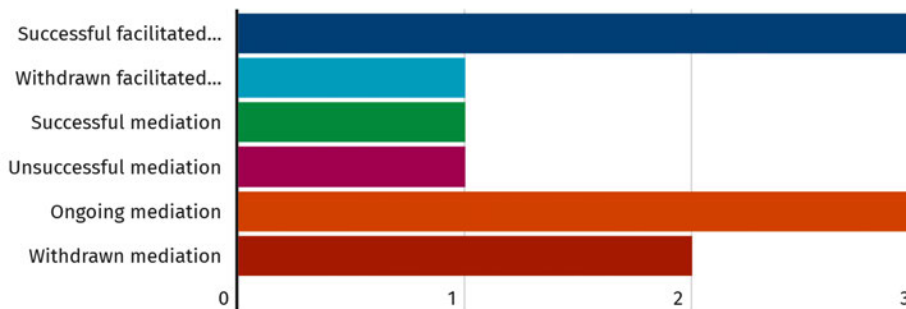6.6. ER Casework Statistics are detailed below:

Number of cases
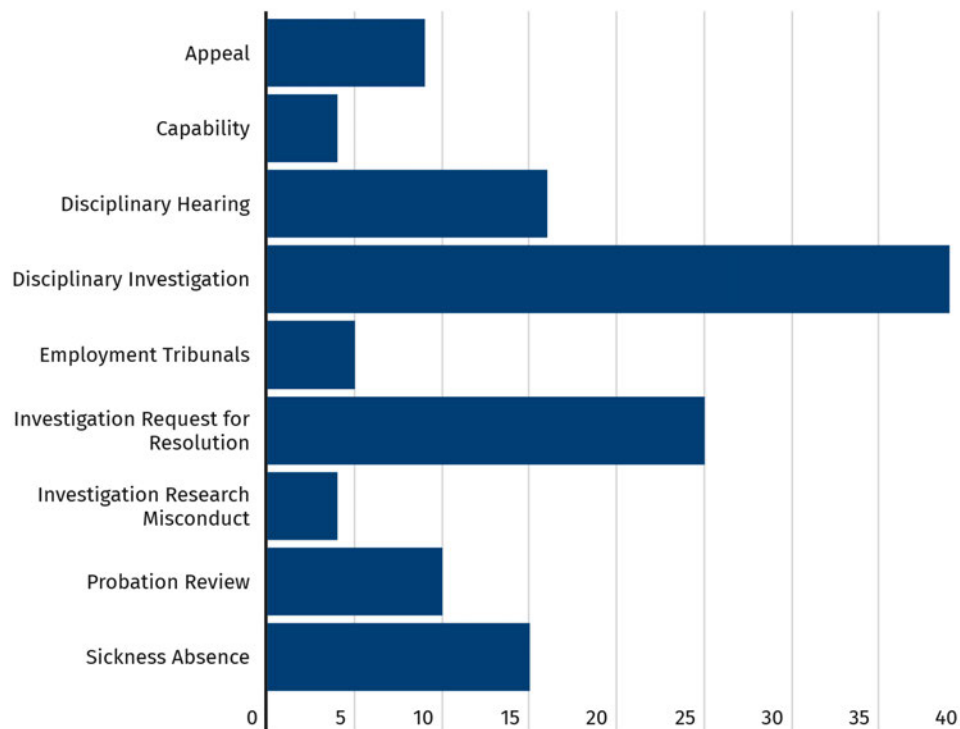
Outcomes/sanctions issued following completed disciplinary investigations

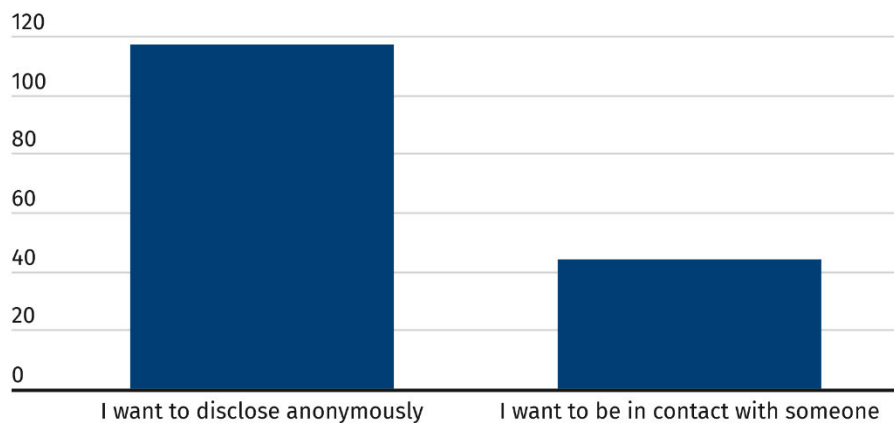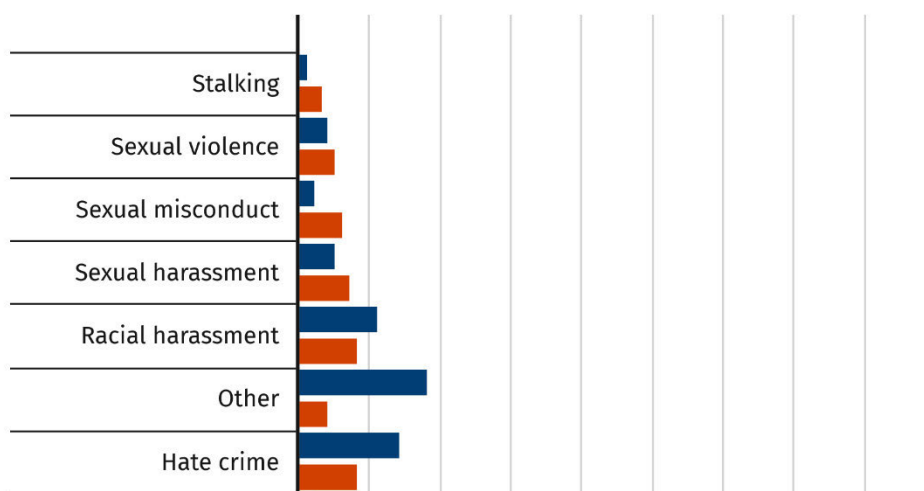## Outcomes/sanctions issued following a disciplinary hearing

Outcome	Value
Not upheld	2
No case to answer	1
First written warning	5
Final written warning	2
Dismissal with notice	0
Resignation	0
Settled	1
Summary dismissal	3

Outcome of informal resolutions by year

Outcome	Value
Successful facilitated...	3
Withdrawn facilitated...	1
Successful mediation	1
Unsuccessful mediation	1
Ongoing mediation	3
Withdrawn mediation	2

6.7. Report and Support data

How are people reporting?

Category	Value
I want to disclose anonymously	~113
I want to be in contact with someone	~42

What are they reporting?

- Stalking
- Sexual violence
- Sexual misconduct
- Sexual harassment
- Racial harassment
- Other
- Hate crime

7. HR Partnering and Reward Team

7.1. As part of the HR Division service improvement work, the HR Partnering team has been expanded and now includes Assistant HR Partners (previously known as Staff Hub Advisers) This to ensure that the service is located closer the facilities that they support; The Reward team has also been extended where in addition to being the strategic lead for pensions, the team now manages the operational implementation and guidance provision of the three pension schemes.

7.2. The Progression Team, responsible for promotions, job evaluations, and job families, has also joined the HR Partnering and Reward Team.

7.3. Work also continues to enhance Imperial's Total Remuneration Framework.

7.4. Over the last 12 months, the team have successfully delivered the following:

- Supported the setup of Cumbria Medical School in collaboration with the University of Cumbria.
- Developed and implemented the Memorandum of Understanding with ICLs Partner Trusts in the NHS.
- Supported embedding the Annual Review Conversation process within Departments/Schools/Faculties.
- Managed Imperial's Marking and Assessment Boycott with the Vice-Provost (Education and Student Experience) and the 2021/22 and 2022/23 local pay disputes via ACAS.
- Negotiated an agreed-upon local pay award with the support of members of the University Management Board, ending two years of tongoing disputes.
- Implemented an Attraction and Retention Framework.
- Undertook a review of family leave within the Russell Group and received approval from the University Management Board to make pay available from the start of employment for staff who wish to take family leave from 1 August 2024 onwards.
- Undertaken an analysis which shows an increase in the 2024 Gender Pay Gap from 6% to 10.3% (see details in paper to RemCom) and an increase in Ethnicity Pay Gap from 9.5% to 13.2%. For the first time, the university has also undertaken an analysis of the Disability Pay Gap, which is 7.6%. Work is underway to better understand the reasons for this backwards move and to develop plans to address these.
- We have worked with the Vice Provosts (Education & Student Experience and Research & Enterprise) to implement a new Teaching and Research staff Framework. This framework includes new role profiles with clear career pathways, generic job descriptions, and parity in the number of Teaching Fellows and Researchers development days.
- Supported the consultation working group on USS Valuation and conditional indexation led by the Dean of Natural Sciences.
- Worked with the Payroll Team to implement USS and SAUL pension changes.
- Implemented the discretionary pay review exercise, which benefited circa 1,000 staff.
- Worked with a project team to set up the Imperial Global: Singapore Hub and implemented local terms and conditions and procedures for in-country hires.

7.5. In terms of ongoing work, the team are:

- Reviewing Specialist roles and the use of Fixed-Term Contracts with the Vice-Provosts (Education & Student Experience and Research & Enterprise), as

well as Academic Titles and Progression with the Associate Provost (Academic Promotions). The revision of these structures ensures Imperial continues to be viewed as an attractive employer by applicants and staff.

- Supporting Imperial leaders with numerous reorganisations and TUPEs across Imperial.
- Continuing to manage, oversee, and assess Imperial's staff benefits package to ensure that it maintains value for staff and has a competitive edge in the sector.
- Supporting the ERP transition and implementation by providing subject matter expertise throughout the project phases.
- Working with the University Secretary and Registrar to review the Professional, Technical, Operational, and Learning job family Framework, which is currently at the scoping stage.
- Reviewing the job evaluation process, the university's approach to job titles, and promotion processes to streamline and improve governance.
- Supporting the Professional Services Move, which will impact circa 1,600 staff.
- Continuing work with the Workload Concerns working group led by the Dean of Natural Sciences.

8. Organisational Development and Inclusion (ODI)

8.1. ODI is the wider team in which the People and Organisational Development team, the Equality Diversity and Inclusion Centre, the Postdoc and Fellows Development Centre and the Employee Engagement team sit.

8.2. This year the team worked with the College Consul and ICU President to provide leadership to complete the Imperial Together Action Plan, delivering improvements in culture, community, senior leadership and workload. The legacy of this work is 'Imperial Together' the umbrella campaign, now referenced in the Imperial Strategy, which pulls together the initiatives that make Imperial the best place to work and study; also the evaluation and needs analysis to identify future priorities for people and culture which have been fed into the forward plan for the People and Culture Committee (PCC). We built and launched Values communications campaigns, identifying inspiring colleagues and sharing their stories to keep the Values alive.

8.3. Further socialised and gained feedback around the new Bullying and Harassment Policy and procedure.

8.4. Supporting emerging strategic priorities:

- Support to Mental Health and Wellbeing - set up an action planning group (staff) to develop the Mental Health and Wellbeing Strategy Action Plan, alongside 4 project teams to scope the work in more detail and set out a workplan. This work is also creating the first Organisational level stress risk assessment, which we are building with Occupational Health and Safety colleagues.
- Sustainability - ODI supported the integration of sustainability into the work of the university by supporting the design and delivery of events to design the strategy with steering groups and broader networks; by embedding sustainability into the core HR and OD processes such as development and induction and by running two pulse surveys.
- ODI supported the recruitment and the induction of the new Strategic Programmes and Change directorate and is building new relationships to support effective joint working to achieve shared goals.

- ODI supported work to evolve and embed the new Brand, working it into induction and development sessions.
- ODI is involved in the White City Inclusion Group, working in partnership with LB Hammersmith and local businesses.

8.5. Improving EDI

- This year the team supported the recruitment of the two new Associate Provost's EDI and replaced the Equality Diversity and Inclusion Strategy Group with a new EDI Advisory Group. They helped the two new post holders by working alongside them, providing support and advice to develop the EDI strategy. They have also managed to kick off some of the early projects, such as the Recruitment Training Review.
- They also refreshed the Executive Sponsor roles by recruiting 4 new Diversity Executive Sponsors for the Staff Networks.
- They participated in the second cohort of the Pan London Global Majority Mentoring Scheme run by London Higher.
- ODI participated in the EDIC 20 years celebration, celebrating successes and also thanking the sponsors and champions.
- ODI also supported gender equality in research for those taking family leave by running the Elsie Widdowson fellowship, which provides 50% salary for up to a year to support the newly returning academic.
- Transitioning from ITAG to People and Culture Committee - having concluded the work of the Imperial Together Action Group, we developed the People and Culture Committee, creating agendas, gathering and writing papers and writing a forward plan to address strategic people issues at Imperial.

8.6. Enabling effective decision making - ODI also ensures effective decision making and cross team working in the organisation, for example by developing and running the committees below and enabling strategic leadership.

- Disability Action Committee
- Equality and Diversity Strategy Group (has now been replaced by the EDI Advisory Group)
- Health and Safety Training Implementation Committee
- Researcher Development Committee
- Concordat Implementation Group
- Stonewall Action Committee
- Athena SWAN self-assessment team
- Race Equality Charter self-assessment team
- Report and Support user group
- Mental Health and Wellbeing Strategy Action Planning Group

8.7. HR Improvement
- A Staff Survey Action Group within HR was set up to improve engagement. This group was used to develop a bespoke HR staff survey action plan, addressing local issues.

- ODI also lead the development of the HR function through termly CPD days, this year innovating by theming each CPD day on a priority topic identified by the new HR Staff Survey Action Group.
- Responding to forthcoming changes relating to freedom of speech and academic freedom, the team have begun amending the tone of voice of the EDI work.
- ODI has led the People Pillar of the Enabling Roadmap work over the past 12 months, and broadened the involvement of the Senior HR Team, via co-designing elements of this at regular away days. The team also co-designed and ran a UMB people and culture workshop, and reported the findings of this to the People and Culture Committee to ensure alignment of strategic priorities. This was supplemented with a Council Enablers workshop and also fed into the new Imperial Strategy Talent theme.
- The team have contributed to various customer surveys, including work with Cambridge Consulting and Uniforum, in addition to several audits (Career Development, Mental Health and Wellbeing).
- The team, in collaboration with stakeholders are working on developing a new talent management programme which it is hoped will launch after the summer.
- Fed into DSIT workshop on careers in research, UKRI on bullying and harassment, Advance HE on review of awards and were shortlisted for a national UHR award for work on culture and values.
- Deputy Director - ODI took over the chairing of the Support Services Network.

9. Employee Engagement

9.1. The Employee Engagement team is the Imperial strategic lead for engaging employees, listening to their concerns and leading actions in response. It also engages employees by celebrating their successes, talent, commitment and length of service through a series of award ceremonies and recognition events.

Staff Survey 2024

9.2. One of the main listening mechanisms for Imperial is the biennial staff engagement survey and the most recent one took place in April/May 2024. The staff engagement survey provides an opportunity for all staff to anonymously share their experience of working at the university. It allows us to listen and act on the invaluable insights and feedback received so that we can improve the working experience for the whole community.

9.3. Imperial previously committed to undertaking a Staff Engagement Survey every two years and therefore the next survey was due in March 2024. However, with the launch of the Imperial Strategy and new branding in March 2024, the next staff engagement survey moved from March to April 2024 (spring to summer term) with a contingency plan to allow for an extension to keep the survey open if we need to improve the response rate. The survey opened on Tuesday 16 April and closed on Monday 13 May.

9.4. There was an extensive communications strategy to launch the survey including case studies of good practice, a video message from senior leaders, information sessions, the launch of new staff survey engagement champions in departments and an in conversation with the President where the survey was highlighted.

9.5. For the 2024 staff engagement survey, we once again donated to the charity Eden Reforestation who on behalf of the university will plant a tree for every survey completed in developing countries.

9.6. The response rate for the 2024 Staff Engagement Survey was 54% which is lower than the previous survey in 2022 which was 61%. However, 4,600 staff still

completed the survey as compared to 4,940 staff in 2022. The staff survey results will be presented to University Management Board (UMB) and the People and Culture Committee in June and following this will be disseminated through the survey platform dashboard to managers, where local discussions and action planning can start to take place.

9.7. Recognition Events:

- The President hosted the Long Server's Dinner in November 2023 with 18 members of staff attending to recognise and celebrate their significant milestones of 35 plus years of service.
- The Provost hosted the Long Server's Reception in April 2023 with 65 members of staff attending to recognise and celebrate their significant milestones of 20, 25 and 30 years of service.
- The annual Staff Recognition Awards and Imperial Garden Party took place on 6 July 2023 with almost 400 staff attending the presentation of the President's Awards for Excellence, the Provost's Awards for Excellence and the celebration event of the Imperial Garden Party.
- We are currently working with the ICT team to develop a new on-line nomination system for the 2025 awards.
- The engagement team supported the delivery of the annual staff summer party on 11 July 2023 by engaging and collaborating with colleagues from across Imperial.

10. Postdoc and Fellows Development Centre

10.1. The PFDC has a dedicated team which supports and advocates for research staff (Postdocs and Fellows) at Imperial and on a national and international level. Underpinned by Imperial's commitment to fostering a positive research culture and environment, the team leads on an Imperial-wide action plan for the Concordat to Support the Career Development of Researchers, to support research staff at all stages of their careers. This includes providing a wide range of development activities, bespoke individual support, and community building networks and initiatives.

10.2. The PFDC offering continually evolves to meet emerging needs and consistently receives outstanding feedback. With backing from Research England funding, the team actively implements recommendations from commissioned research projects, furthering Imperial's endeavours towards an inclusive and effective research working environment for all.

10.3. Notable successes:
- Increased engagement with the Academics Success Guide with 30% new users by the end of 2023.
- Developed online reflective resources to support research staff engaging with their 10 development days. .
- Created the Imperial Fellows' Leadership Network and implemented a new Leadership Development and Peer Mentoring programme for fellows.
- Developed a new leadership training programme for two cohorts of Schmidt AI in Science Fellows.
- Extended the executive leadership coaching offer for Fellows to all independent research fellows.

- Created new categories for the PFDC Awards and Celebration to increase research staff recognition: Award for Creating a Positive Research Environment, Award for Supporting Research Staff and Students.
- Developed and piloted a new cohort programme supporting those wanting to explore careers Beyond Academia; shared its impact at the Researcher Education and Development Scholarship Conference 2023.

11. Equality, Diversity, and Inclusion Centre

11.1. The EDI Centre give advice and support on issues such as bullying and harassment, workplace adjustments and disability issues. They run equality campaigns and lead the work on Athena SWAN, Race Equality Charter, Stonewall Index and Disability Confident Chartermark; all of which are valuable benchmarks helping the College assess how well it is performing for these staff groups. The team also run positive action development, supporting minoritised groups to navigate a potentially discriminatory environment, developing strategies and supporting individuals to reach their potential. Courses such as Impact (Imperial Positive About Cultural Talent) and Calibre (for disabled staff) have had another successful year in terms of take up, evaluation and the generation of ideas to improve the College. Increase use of the assessment service around neurodiversity and workplace adjustments

11.2. Notable successes include:
- Increasing activity and support to empower our staff networks including a staff network development programme.
- Launching a disability allies page
- Continue to enhance the support our disabled members of staff receive such as the introduction of workplace passports to help ensure agreed adjustments are carried with the staff member if they have a change of manager or role at the College.
- November/December 2024 will see the launch our first disability support fayre for Disability History Month.
- Key focus for this year and next academic year is to provide briefing sessions around trans awareness, mental health, neurodiversity awareness and supporting staff with disabilities.

12. People and Organisational Development (POD)

12.1. The People and OD team provide a range of programmes across all staff groups. They run the apprenticeship scheme and technicians commitment for technical staff, courses for academic and PTO staff, the College safety training suite and use a variety of development methods such as coaching, mentoring and e-learning.

POD Fest September 2023

12.2. People & Organisational Development (POD) hosted the inaugural POD Festival in September 2023 – launching POD's offer for the new academic year 2023-2024. The festival focused on Annual Review Conversations, managing careers, supporting our managers and leaders, and supporting the wellbeing of the Imperial community. The Senior Leadership team endorsed the role of POD as an essential function across Imperial. They also recognised the importance of continuous development and the critical role that POD plays in delivering development to enhance skills, confidence, and knowledge. With over 16 Masterclasses and

engagement activities on offer including a Health & Wellbeing Café, quizzes, and freebies at the centre stage, the POD Festival brought together different staff groups from across the College by encouraging networking reaching over 400 staff.

Safety Programme

12.3. Behavioural Safety and Leadership classes took centre stage on the Imperial Safety training programme with 138 delegates in attendance from across Faculties. These events are designed to inspire new ideas in managing health and safety using the ABC Model: Antecedents; Behaviour; Consequence, and demonstrated why things go wrong. 90% of participants rated Usefulness as 4 or 5 out of 5.

Imperial Insights

12.4. Imperial's flagship Insights Induction programme continues to deliver an important and valuable experience to new starters. This year we re-introduced an in-person programme, running three so far reaching over 250 staff, following a number of years of online. As anticipated, the in-person event greatly enhanced interactivity and we received much positive feedback about the new mode of delivery- both from participants and speakers.

The HoDs Programme

12.5. October 2023 saw the launch of the inaugural one-year Heads of Department Leadership Development Programme for Academic & PTO Leaders. The programme brought both groups of Imperial heads together, a total of 24 colleagues from across Imperial for collective capability development and learning. The programme is underpinned by our Values, and the need to build sustainable networks to provide opportunities for future collaboration and connection. It has three key phases increasing self-awareness through feedback, developing those critical power skills to meet the challenges of productivity and well-being of our employees, as well as the operational knowledge around our finance and human resources policies and the Imperial context.

Leader as Coach & Manager as Coach

12.6. Coaching is a powerful skill for leaders and managers to develop their people to their full potential. This vital earned skill helps with growth, trust, retention, and building overall leadership capability. The internal Coaching Academy has recently launched two inaugural externally accredited programmes – Leader as Coach and Manager as Coach Qualifications. Both Programmes are about building and embedding coaching as a key leadership and management competence to help create the right environmental context to unlock the potential of employees.

POD's Wellbeing at Work

12.7. Provision remains committed to fostering a supportive environment for all staff, facilitating personal and professional growth and focus on preventative and supportive measures aimed at enabling a culture of care where staff can perform at their best. We offer inspiring courses, events and resources to support staff wellbeing. So far this academic year we have reached over 500 staff through our wellbeing programme.

12.8. We are in the process of implementing our Mental Health and Wellbeing Strategy through the action planning groups to address critical Mental Health and Wellbeing priorities for our staff community.

12.9. We lead and celebrate [Mental Health Awareness Week](#), a comprehensive and inspiring programme aimed at both students and staff and developed in collaboration with other colleagues and services at Imperial. We have seen an increased number of registrations and higher engagement from our community and continue to measure the impact and reach of what we do.

The Academic Leadership Development Programme 2023

12.10. Two, 3-day Cohorts were convened, in March and November 2023 with a **total of 74** Academics in attendance. Evaluation received remain positive, with academics appreciating the peer-support / relational focus provided by the programme.

12.11. Plans are now in development for delivery of the Academic Leadership Development Programme in Winter 2024, Two 3-Day Programmes will be held in October 2024 and November 2024. Initial conversations have also begun regarding the development of an Emeritus Professors, Alumni community, to provide additional input to the Academic Leadership Development Programme. This is alongside the current contributors who have consistently supported the Programme: e.g. all the Deans of STEM Faculties; Heads of Departments, Provost's Visting Professors, External Industry Speakers and internal Imperial staff.

Annual Review Conversations (ARC)

12.12. This year has seen the launch of a new appraisal system ARC (Annual Review Conversation) following a review of the previous PRDP process. This new process encourages a supportive approach, is future focused and places the individual as the driver of the conversation and actions. Initial numbers and feedback are encouraging, with close to 5000 people completing a 'preparation form' ahead of their ARC meeting over the past year running two ARC seasons indicating a significant increase in engagement with the process.

13. Occupational Health and Safety

13.1. Occupational Health is responsible for the provision of advice on health policies and environmental health hazards, health promotion and supervision, health surveillance of special groups and a confidential counselling service.

13.2. The work of Occupational Health is usually reported as part of a separate Fire Health and Safety report.
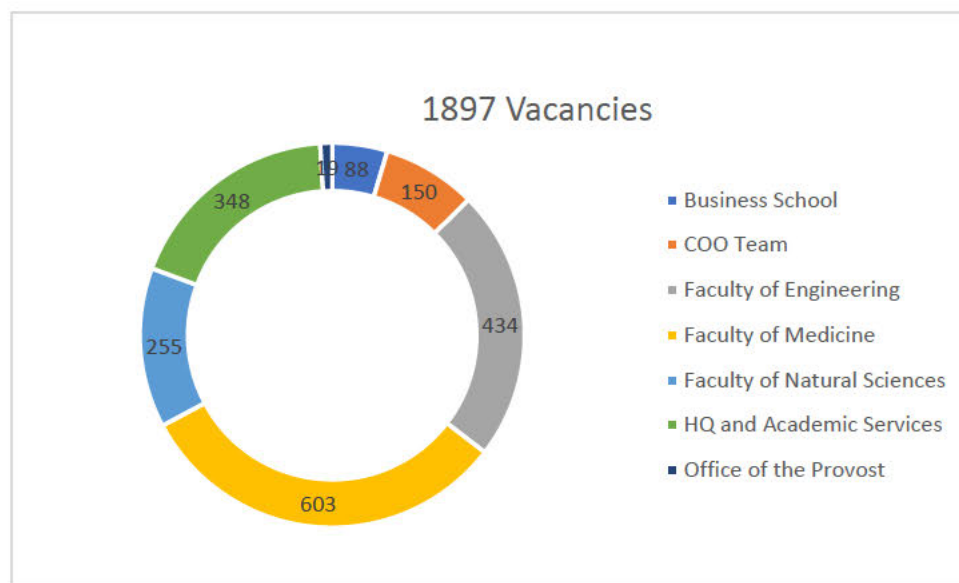
14. HR Operations

Recruitment Hub

14.1. Over the past 12 months, the team have supported the recruitment of a variety of roles including several senior academic and non-academic roles. The team have provided regular Recruitment and Selection training sessions to upskill hiring managers and support EDI initiatives. The Recruitment Hub played a pivotal role in supporting the setup of the Pears School of Medicine in collaboration with Cumbria University.

14.2. In response to customer feedback, the conditional contract process has been successfully implemented reducing the time between verbal offer and contract issue to assist with securing top talent.

14.3. The Senior Appointments Team have concluded another successful campaign for the Provost's Visiting Professor (PVP) programme, aiming to increase diversity within the academic community, boost collaboration, networking and partnerships between academics and their institutions.

14.4. In February 2024, as part of the ongoing work to transform our digital infrastructure and continually improve services, ICT and HR collaborated to implement the new jobs site which has moved to the cloud. The platform is now easier to support, no longer causes unnecessary time-consuming issues and technical debt. Candidates can now apply with LinkedIn and reuse previous applications. We are continuing to work with the provider Cornerstone on refining and improving the site wherever possible.

The chart below provides a brief overview of the volume of activity.

1897 Vacancies

- Business School
- COO Team
- Faculty of Engineering
- Faculty of Medicine
- Faculty of Natural Sciences
- HQ and Academic Services
- Office of the Provost

The International Mobility Team

14.5. The core function of the International Mobility Team (IMT) is to ensure that the university upholds its duty of care to our internationally mobile employees; removing barriers and ensuring equitable mobility opportunities, acting as an internal advisory service that facilitates and manages legally compliant overseas working arrangements for the university. As we strive towards the realisation of Imperial's strategy as a 'global institution with an international outlook', the team has completed a pilot of the university's new and improved mobility service with the assistance of both the Business School and the School of Public Health. The pilot has succeeded in achieving the following deliverables:

- Established the IMT as an advisory body, providing assistance and guidance across Imperial.
- Created a transparent 'International Mobility Framework' outlining how overseas working requests are triaged, as a point of reference for staff.
- Streamlined the existing request process for overseas working moving forward.

- Extended our services to university staff whose overseas working predates the IMT's formation for a much-needed historic risk assessment, to pro-actively mitigate and resolve any currently unknown/unaddressed risks.
- Convened a senior government group to facilitate greater university oversight for international payroll sign-off and central budgetary approval, mitigating liabilities and removing financial barriers previously absorbed by departments.
- Has arrived at the UAT stage of an industry standard automated-assessment tool for non-complex requests, once live this will further streamline the existing request process and facilitate in-house assessments for complex requests.

Staff Compliance

14.6. The Staff Compliance Team is responsible for overseeing regulatory adherence with the College's UKVI Sponsor Licences, international mobility requirements, DBS checks and the annual HESA Staff returns. The team provides advice, support and guidance on UK Right to Work and appropriate immigration/visa routes, international mobility, criminal records checks, safeguarding, HESA and staff compliance related matters, applying and developing robust compliance related procedures, guidance and processes and communicating key legislation, guidance, and procedures.

Staff DBS Team

14.7. Processed high volume of DBS applications and follow up checks (951 in total, 494 new/renewal applications and 457 update service checks) and provided guidance on eligibility and requirements for checks.

14.8. Streamlined DBS processes to enhance the customer experience and reduce manual interventions, including:

- revising approach to encourage use of the Government DBS update service which reduces the need to reapply at frequent intervals.

- implementing digital ID verification which has resulted in less need for team manual intervention and quicker turnaround times for checks and submission of applications.

- reassessing and improving the DBS process for Wardens in conjunction with the Casual Worker Team which has taken on responsibility for issuing contracts.

14.9. Commenced an in-depth review of DBS eligibility and compliance within the Faculty of Medicine.

Staff HESA Team

- Successfully submitted annual HESA Staff returns.
- Co-ordinated evidence gathering survey and response to HESA initial consultation on major review of the staff record.
- Commenced PhD/Academic Teaching Qualification and HR HESA data improvement exercises.

Staff Immigration Team

- Processed significant volumes of immigration work and dealt with substantial number of complex queries. Approx. 16%/1439 of existing staff hold time limited visas and increased recruitment has resulted in correspondingly high numbers of new recruits

who require UK visas/immigration status. Successful SCT promotion of the benefits of Global Talent Visas for researchers and academics has led to a significant shift away from the Skilled Worker route (down from 411 in 2023 to 332 in 2024) in favour of the Global Talent Visa route (up from 363 in 2023 to 526 in 2024).
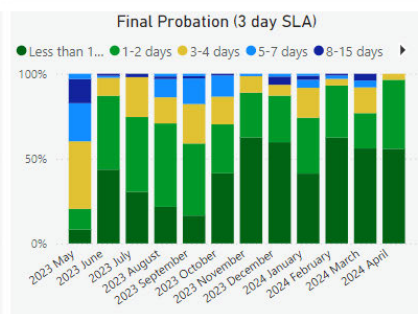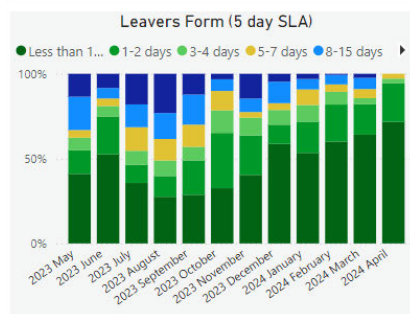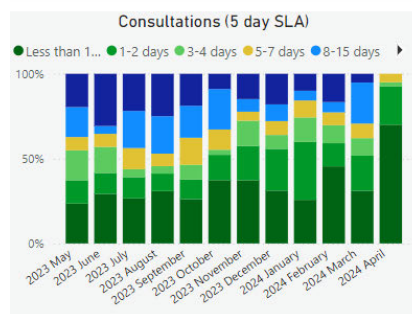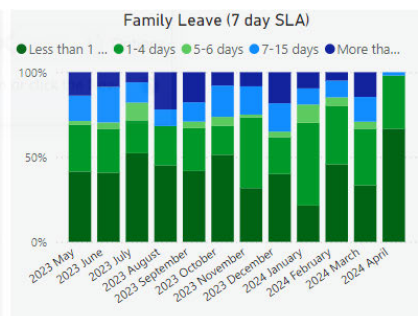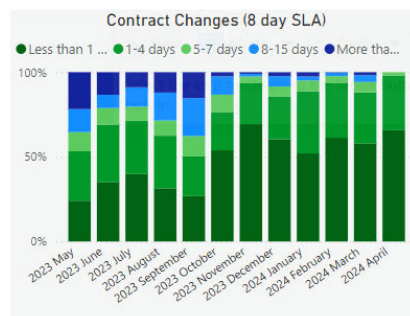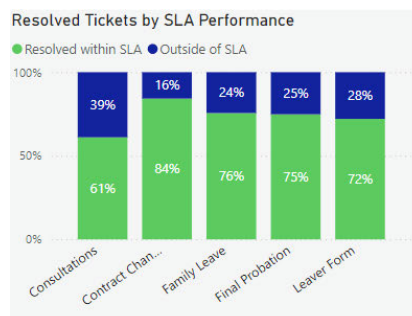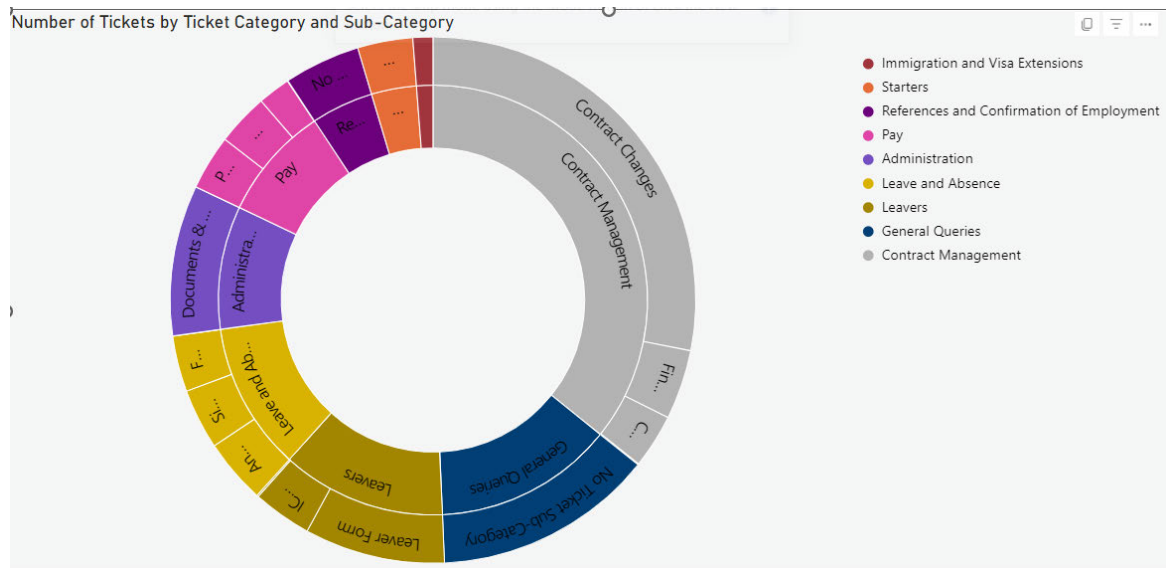
- Managed significant ongoing impact of ATAS and UKVI visa processing delays which has increased the time and complexity of new and follow up visa applications for researchers as well as the volume of queries.
- Worked closely with Public Affairs and external representative bodies such as UCEA, UUK & Russell Group to present College's views by providing relevant information, responding to surveys and consultations, inputting into policy developments, and supporting lobbying of government.
- Managed the communication, implementation, and impact of significant, often short notice UKVI immigration rules changes.
- Commenced work to improve management of immigration workload by utilising system solutions, and to review and streamline processes.

Casual Worker Team

14.10. The Temporary Workforce Services Team is responsible for the onboarding and ongoing compliance of casual workers who are engaged to support teaching, research, and operational activities across Imperial. The team has onboarded 2782 new workers and administered a further 7803 assignments undertaken by existing casual workers. A total of 85,594 timesheets have been processed.

14.11. The Temporary Workforce Services Team manages the Honorary and Visiting Researcher Association process, supporting departments in organising new associations, extensions, terminations, and query management. The team has set up 700 new associations, administered 568 extensions and supported 363 queries.

The HR Staff Hub

14.12. In line with customer feedback the Advice function has moved from the HR Staff Hub to the HR Partnering Team and Pensions activity has moved to the Pensions Specialist. This has enabled the HR Staff Hub to focus on high volume, transactional HR activity. The HR Staff Hub have significantly improved performance against SLAs and are continuing to look at processes and efficiencies to increase customer satisfaction.

14.13. A total of 25,563 requests have been received by the HR Staff Hub between 31/03/2023-30/04/2024. An overview of the activities and SLA performance can be found below.

Number of Tickets by Ticket Category and Sub-Category

Legend:
- Immigration and Visa Extensions
- Starters
- References and Confirmation of Employment
- Pay
- Administration
- Leave and Absence
- Leavers
- General Queries
- Contract Management

Resolved Tickets by SLA Performance

Legend: Resolved within SLA, Outside of SLA

Category	Outside SLA	Within SLA
Consultations	39%	61%
Contract Chan...	16%	84%
Family Leave	24%	76%
Final Probation	25%	75%
Leaver Form	28%	72%

Contract Changes (8 day SLA)

Legend: Less than 1..., 1-4 days, 5-7 days, 8-15 days, More tha...

Family Leave (7 day SLA)

Legend: Less than 1..., 1-4 days, 5-6 days, 7-15 days, More tha...

Consultations (5 day SLA)

Legend: Less than 1..., 1-2 days, 3-4 days, 5-7 days, 8-15 days

Leavers Form (5 day SLA)

Legend: Less than 1..., 1-2 days, 3-4 days, 5-7 days, 8-15 days

Final Probation (3 day SLA)

Legend: Less than 1..., 1-2 days, 3-4 days, 5-7 days, 8-15 days

Appendix A

Core Workforce Data (2024)

Our current establishment is 8973 which has been growing over the years.

Headcount 01-Sep-2023	8896
Headcount 31-Aug-2024	9210
Turnover	17.8%

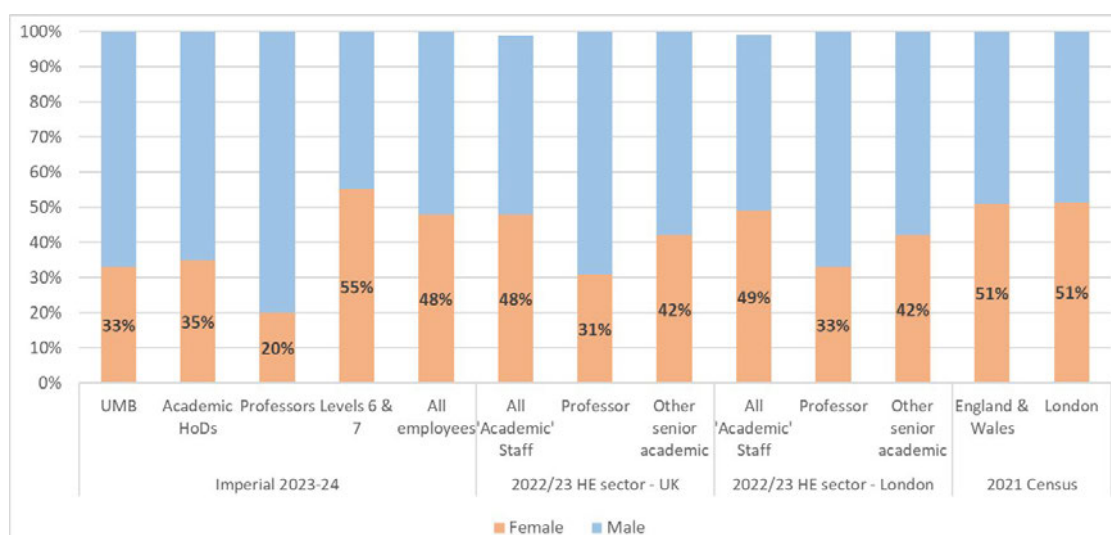| 01-Sep-2023 to 31-Aug-2024	
Starters	2063
Leavers	1613
Net Change	+450
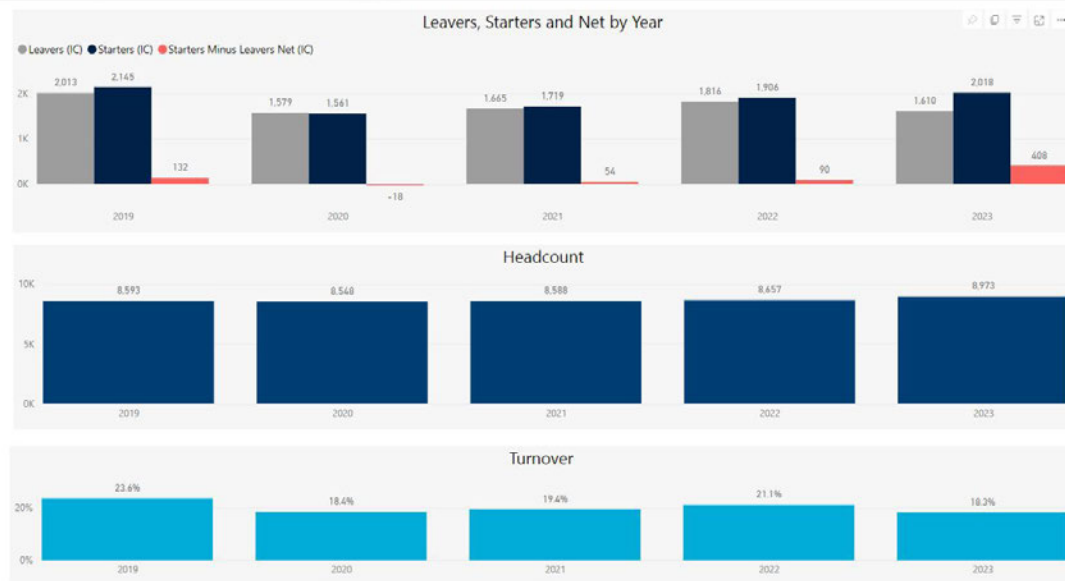
Our current sickness absence numbers are show below, however we recognise that there is a degree of underreporting. Overall these numbers are within sector norms.
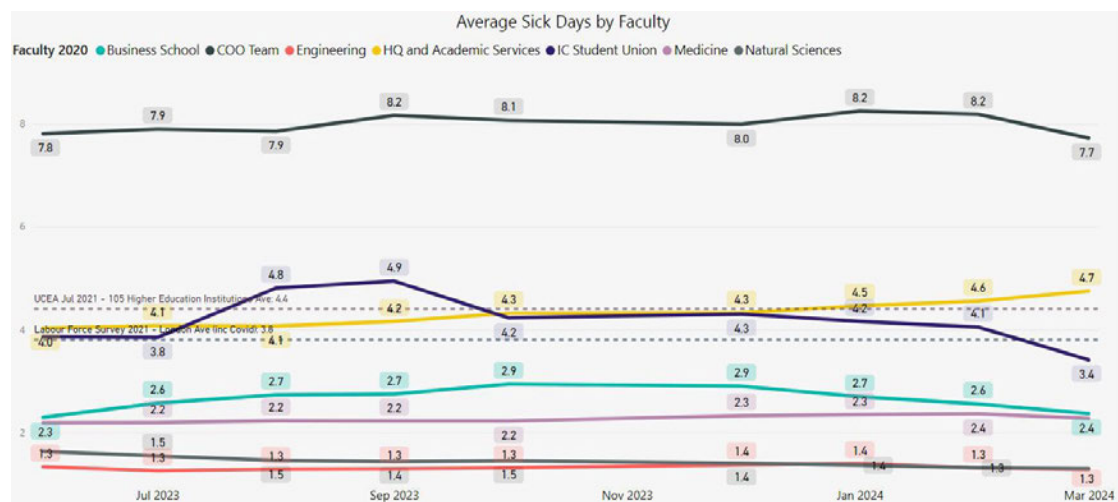
Ethnicity snapshot of Imperial 2023-24
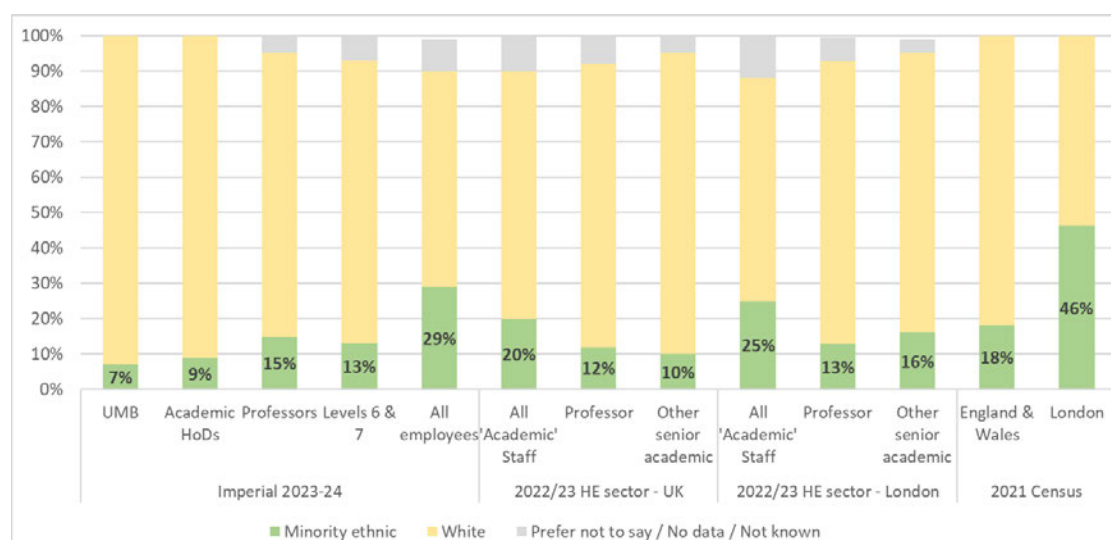
Sex snapshot of Imperial 2023-24

Disability snapshot of Imperial 2023-24