



**LABOUR RELATIONS AGENCY**

**CORPORATE PLAN**

**2014–2017**

**Draft**

**Issued for Consultation  
15 November 2013**

**Closing date  
15 January 2014**

## Enabling Effective Employment Relations

1. This Corporate Plan covers the three-year period from April 2014 to March 2017. It sets out how the Agency intends to contribute to improving employment relations by working in partnership with key stakeholders, clients, customers and the Department for Employment and Learning (DEL). Through improving employment relations the Agency aims to contribute to the Northern Ireland Executive's vision for 2030.

2. Workplaces in Northern Ireland (NI) are facing considerable challenges. While the local economy is showing signs of improvement, growth predictions for NI in 2013 and 2014 are below those of the UK. Productivity and overall employment rates remain significantly lower in NI than in the rest of the UK. Consequently improving employability, productivity and increasing employment opportunity remain economic and social imperatives.

3. It appears that over the 2014-2017 period government budgetary pressures will continue to have adverse impacts on both the private and public sectors. In the private sector it is estimated that the recovery in employment will be slow. In the public sector industrial relations are likely to be tested given the financial restraint and the considerable challenges of organisational change.

4. The purpose of this corporate plan is to contribute to the NI Executive's aim of developing the NI economy. We shall continue, alongside the NI Assembly, Executive and DEL, to contribute to policy formulation on the most appropriate employment relations system for Northern Ireland. We will promote effective employment relations and employment best practice by supporting positive relations between employers and workers while providing objective and fair means of redress in resolving disputes.

5. The challenge of supporting a growing economy are considerable, however the Agency Board, Management and staff are highly committed to ensuring the improvement of employment relations in Northern Ireland through our engagement with key stakeholders and in particular with the social partners.

**Chairman**  
**Jim McCusker**

**Chief Executive**  
**Bill Patterson**

# Contents

	<b>Page</b>
<b>1. The Labour Relations Agency</b>	
1.1 Mission, Values and Equality	4
1.2 The Nature and Function of the Agency	4
1.3 Corporate Governance	5
1.4 Agency Funding	5
1.5 Agency Workload Trends	6
<b>2. The NI Economy and Employment Relations</b>	
2.1 The LRA Contribution	8
2.2 The NI Economy and Labour Market	9
2.3 Employment Legislation 2014-17	10
2.4 Employment Relations Challenges	11
<b>3. Strategic Aims and Objectives 2014-17</b>	
1. Promote better performance in organisations through improved employment relations and more effective dispute resolution	12
2. Inform public policy and debate on the economic and social value of good employment relations	13
3. Support the operation of fair, harmonious and effective workplaces	13
4. Optimise the contribution of our staff	14
5. Secure value for money	14
<b>4. Measuring Success</b>	15
<b>5. Resourcing Challenges 2014-17</b>	16
<b>Statistics – List of Illustrations</b>	
Illustration 1 Helpline 2003/04-2012/13	17
Illustration 2 Advisory In-Company Assistance 2003/04-2012/13	17
Illustration 3 No. of Advisory Workshops Held 2003/04-2012/13	18
Illustration 4 Good Practice Seminars Held 2012/13	18
Illustration 5 Religious and Political Discrimination Cases Received & Cleared 2003/04-2012/13	19
Illustration 6 Individual Conciliation Cases Received 2003/04-2012/13	19
Illustration 7 Individual Conciliation Cases Received by Jurisdiction 2011/12-2012/13	20
Illustration 8 Individual Conciliation Cases Dealt With 2003/04-2012/13	20
Illustration 9 Individual Conciliation Cases Dealt With by Jurisdiction 2011/12-2012/13	21
Illustration 10 Collective Conciliation Cases Received/Cleared 2003-2013	21
Illustration 11 Arbitration Cases Received 2003/04-2012/13	22
Illustration 12 Arbitration - Source of Request 2012-13	22

## 1. The Labour Relations Agency

### 1.1 Mission, Values and Equality

#### *Mission Statement*

1.1.1 To improve employment relations, promote best employment practice and resolve workplace disputes through the delivery of quality, impartial and independent services.

#### *Core Values*

1.1.2 The Agency will:

- be accessible;
- respond to customer needs;
- be open and accountable;
- act promptly;
- be professional;
- behave with integrity;
- maintain confidentiality
- respect diversity
- support and develop Agency staff
- demonstrate value for money

#### *Equality Statement*

1.1.3 The Labour Relations Agency, in line with our Equality Scheme as approved by the Equality Commission in May 2012, is fully committed to supporting the elimination of all forms of discrimination in employment and to using its services to help secure the objectives of fair employment, equal opportunity and good relations. As a provider of services the Agency includes equality of treatment as a fundamental principle of good employment relations and best employment practice. As an employer the Agency seeks to ensure that its employment policies, procedures and practices conform to good practice as outlined in relevant Codes of Practice. The Agency's Equality Scheme is available on the Agency's website ([www.lra.org.uk](http://www.lra.org.uk)).

### 1.2 The Nature and Function of the Agency

1.2.1 The Labour Relations Agency (the Agency) is a non departmental public body. It has a Board comprising a Chairman and nine members. Members of the Board are public appointees appointed on the basis of their expertise in employment relations. Board members are drawn from business, the trades unions, management, the legal profession and academia. The Agency is independent of Government and is responsible for promoting the improvement of employment relations in Northern Ireland (NI). Employing 63 members of staff the Agency is sponsored by the Department for Employment and Learning (DEL).

## 1.3 Corporate Governance

1.3.1 The Board of the Agency holds at least ten meetings per annum normally on a monthly basis and has appointed three committees, an Audit Committee, a Finance and Personnel Sub-Committee and a Research Committee all of which normally meet four times per annum. The establishment of the three committees assists the Board in meeting its statutory obligations and corporate governance commitments in overseeing the probity and regularity of funding as well as ensuring that appropriate resources are made available to allow for the effective management and delivery of Agency services.

1.3.2 The Board of the Agency ensures that the Agency fulfils its role as part of the NI economic and social infrastructure by partnering with other stakeholders, such as:

- Northern Ireland Committee of Irish Congress of Trade Unions (NIC ICTU);
- Confederation of British Industry (CBI);
- Health and Safety Executive for Northern Ireland (HSENI)
- Invest Northern Ireland (INI);
- HM Revenue and Customs (HMRC)
- Department for Employment and Learning (DEL); and
- Equality Commission for Northern Ireland (ECNI).

1.3.3 The Chairman of the Board, Board Members and the Agency Chief Executive meet with the DEL Minister and DEL Permanent Secretary on an annual basis to review employment relations and the role of the Agency.

1.3.4 The Chief Executive (CEO) implements Agency policy and manages organisational performance through a Senior Management Team (SMT) comprising the CEO and three Directors. The CEO as Accounting Officer supported by the Director Corporate Services meets with our sponsoring Department, the Department for Employment and Learning, on a quarterly basis.

## 1.4 Agency Funding

1.4.1 At the time of writing the public sector in Northern Ireland is governed by the NI Executive Budget 2011-15 published on 7 March 2011. The backdrop was the significant reduction in the levels of funding available as a result of the UK Government's deficit reduction plan. The impact of this budget for DEL resulted in an estimated budget reduction in 2011-12 of some £24m less than that provided in 2010-11, some £32m less in 2012-13 and some £13m less in 2013-14. The allocation improves at the end of the period showing an increase of some £15m over the baseline for 2010-11 but in overall terms there is a cash reduction of some £53m over the four year period.

1.4.2 The Agency budget allocation from DEL 2010-11 was £3.745m. The Agency budget allocation 2011-12 through to 2014-15 is fixed at £3.545m per annum a reduction of 5.3%. Taking into account increases in the cost of living the Agency's discretionary spend has reduced by considerably more than 5.3%. At the time of writing there is no indication of an easing of the Agency's current budget allocation. The future budget allocation to the Agency remains uncertain for the period of this corporate plan. It is noted that the reduction in funding is limiting the Agency's contribution at a time when services to help the economy climb out of recession are most needed. It is Agency policy to seek to maintain its capacity to secure value for money employment relations services.

1.4.3 The Agency is currently in discussions with DEL in respect of the funding allocation to the Agency and in relation to the allocated resources required to meet the programmes of work set out in this corporate plan and in particular the additional work to be undertaken as a result of the DEL Review of Employment Law and the DEL McClure Watters Report on the support needed by SMEs. The Agency shares the view of the Minister that ‘the focus should be on achieving the majority of any savings through improvements in efficiency rather than reductions to services and that we seek to protect jobs in the public sector at a time of limited employment opportunity in the private sector’.

1.4.4 In light of these priorities this Corporate Plan 2014-17 and the Agency annual Business Plans 2014-17 will remain subject to in-year review as informed by discussions with DEL.

## 1.5 Agency Workload Trends

1.5.1 The trends in relation to the demand for Agency services are set out in Illustrations 1-12 (see appendix). The points of note are as follows:

### Helpline

The number of enquiries dealt with by the Agency Helpline 2012-13 was 56,727. This was the highest number of enquiries dealt with over recent years. The number of calls received is down from 27,730 during 2010/11 to 23,234 during 2012-13 (Illustration 1). This level of demand remains considerable.

### Advisory In-Company Assistance

Over recent years in-company assistance has increasingly comprised complex work on employment handbooks. The volume of cases has steadied at around 220 cases per annum (Illustration 2).

### Workshops/Seminars

From 2009/10 the number of workshops has reduced to an average of 15 per annum (Illustration 3). Given the reduction in workshops the range of good practice seminars was increased. During the 2012/13 performance year 171 seminars were held (Illustration 4).

### WEB

The Agency website continues to see steady traffic volumes with 606,494 page views and 44,009 downloads during 2012-13.

### Religious and Political Discrimination

The number of complaints of religious and political discrimination cases received by the Agency has remained on average at 150 cases per annum 2010-2013 (Illustration 5).

### Individual Conciliation

Taking out ‘bulk’ cases (i.e. a high volume of cases all relating to the same dispute) the number of individual conciliation cases received by the Agency remains at a demanding level i.e. between 5000 to 7000 cases per annum (Illustration 6). The majority of cases relate to unfair dismissal.

## **Collective Conciliation**

The number of collective conciliation cases dealt with by the Agency remains within the range of 15 to 30 cases per annum 2010-2013 (Illustration 10).

## **Arbitration**

Illustration 11 indicates that 36 arbitration cases were received in 2010-11; 48 in 2011-12 and 36 in 2012-13.

## **Mediation**

Mediation is a growing service with requests rising from 59 in 2011-12 to 85 in 2012-13.

## **Statutory Arbitration**

Statutory arbitration is an area of work that will require promotion. During 2012-13 five cases were received with 3 hearings concluded.

1.5.2 The following points can be drawn from recent Agency workload trends:

- There continues to be high demand for the resolution of individual rights disputes with unfair dismissal cases being the most prevalent. Supporting pre-claim conciliation and gaining conciliation input at the earliest remains a priority.
- The Agency would hope to see an increase in demand for workshops once the impact of the recession has passed. However there is a need to build on seminar attendance with a more strategic approach to SMEs.
- Mediation (the resolution of inter- personal disputes) remains an increasing area of work. This illustrates the need to focus on the promotion and facilitation of in-house alternative dispute resolution systems.
- Agency services are most effective when practiced face to face however there remains the challenge of the digital world both internally and externally.

## 2. The NI Economy and Employment Relations

### 2.1 The LRA Contribution

2.1.1 A recent independent Social Return on Investment (SROI) study found that the Agency, on the basis of indicative data, had a positive economic and social return of one to ten, that is, for every pound invested in the Agency there was ten pounds worth of social value generated to employers, employees and the state in NI. There is a need to embed the SROI methodology in order to:

- (1) provide live data as the basis of measuring SROI;
- (2) develop a reliable platform for providing, on an ongoing basis, SROI values as a contribution to indicating Agency value for money and
- (3) use SROI indicators to improve added value.

2.1.2 On the wider front the Agency is committed to supporting and contributing to the NI Executive Economic Vision for the Northern Ireland economy of 2030 in being ‘An economy characterised by a sustainable and growing private sector, where a greater number of firms compete in global markets and there is growing employment and prosperity for all’. In line with the vision for 2030 the Agency will contribute to the improvement of employment relations skills and thereby the employability and productivity of the NI workforce. The improvement of employment relations will also contribute to business growth. In particular the Agency will engage with the developing areas of the economy e.g. Telecommunications & ICT; Agrifood; Advanced Materials; Advanced Engineering; Creative Industries; Tourism; the Social Economy and the Rural Economy.

2.1.3 The work of the Agency also relates to the employment relations aspect of the following Programme for Government Public Service Agreement aim (PSA3).

***Subject to economic conditions; increase employment levels and reduce economic inactivity by addressing the barriers to employment and providing effective careers advice at all levels.***

2.1.4 The Agency contributes to this aim through promoting good employment relations practice and resolving employment disputes. Acknowledging the fact that the Northern Ireland regional economy is dominated by small and medium sized organisations (SMEs) the Agency will be devoting substantial resource and will pay particular attention to assisting and supporting SMEs through our information helpline and the delivery of regular workshops and seminars. We will continue to address critical employment issues through the publication of Codes of Practice, Good Practice Guidelines and the Labour Relations Agency WEB.

2.1.5 With regard to the public sector significant change will result from public spending efficiencies and from the ongoing impact of the Review of Public Administration. Recognising the significant role played by the public sector in Northern Ireland the Agency will assist public sector employers and trades unions in addressing the public sector change agenda. Change will impact across the public sector, however local government, housing and education are likely to be most affected.

2.1.6 Another major operational area for the Agency is dispute resolution. The Agency directly contributes to NI economic performance by resolving disputes as close to source

as possible. Our extensive conciliation, mediation and arbitration services are in heavy daily demand. It is through the early, non-adversarial, resolution of employment disputes that considerable time and costs are saved for employers, employees and their representatives. Subject to the outcome of the current DEL consultation on the Review of Employment Law the Agency aims to expand its dispute resolution services, given the potential re-routing of tribunal claims, in the first instance, to the Agency.

**2.2 The NI Economy and Labour Market**

2.2.1 The Northern Ireland economy continues to show signs of improvement, particularly across the range of labour market indicators. The number of people claiming unemployment benefits has fallen. Recent figures demonstrate a sustained reduction in unemployment claimants. The unemployment rate, at 6.9%, is now also below the UK average level of 7.7%. Data on the total number of jobs in the economy record an upward trend. The number of jobs available has increased as has business activity.

<b>LABOUR MARKET OVERVIEW (May – July 2013)</b>		
<b>Measure</b>	<b>Value</b>	<b>Comment</b>
<b>Employment</b>	811,000	Up 8,000 over the quarter
<b>Employment Rate</b>	67.5%	Second lowest rate of UK regions
<b>Employee Jobs</b>	698,390	Rise of 3,240 over the quarter
<b>Claimant Count</b>	62,200	Down 2,700 since January
<b>Unemployment Rate</b>	6.9%	Well below the UK average (7.7%)
<b>Economically Inactive</b>	557,000	Up over both quarter and year
<b>Inactivity Rate</b>	27.3%	Significantly higher than UK rate
<b>Redundancies</b>	3,083	A rise of 40% on previous year

2.2.2 As the above Labour Market Overview reflects there are signs of economic growth however it appears that the rate of growth will be slower in NI than in the rest of the UK. The NI economy is likely to remain in a fragile state in the short to medium term. It is also highly probable that the cuts in public spending, however delivered, will impact adversely on economic performance. Significantly one of the keys in accelerating this growth will be improvements in employment relations skills. The promotion of greater employee engagement and voice in the workplace coupled with the implementation of good employment practice will enhance employer confidence in avoiding and dealing with employment disputes. Developments in these areas will contribute to creating the dynamic and innovative economy that lies at the heart of the aims of the NI Programme for Government.

## 2.3 Employment Legislation 2014-17

2.3.1 The employment law agenda for the Agency's Corporate Plan 2014-2017 will largely be determined by the outcome of the DEL public consultation on the Employment Law Review which closed on 5 November 2013. The review covers key issues such as:

- the re-routing of tribunal claims to the Agency/Early Conciliation;
- the development of a LRA neutral assessment service;
- the qualification period for claiming unfair dismissal and the compensatory award;
- the consultation periods and provisions regarding collective redundancies;
- compromise agreements introducing a law on protected conversations and
- the law on Public Interest Disclosure legislation:

The Agency will be paying particular attention to these issues between 2014 and 2015.

2.3.2 Other areas sit outside the DEL Review. They include:

- the right to request flexible working;
- the introduction of shared parental leave;
- pilot mediation schemes;
- a SME employment law compliance voucher scheme;
- SME good employment practice proposals;
- industrial tribunal procedures and
- developments in areas of regulation such as working time and the conduct of employment agencies and businesses:

Although no specific timeframe has been attached to this agenda it is likely to span 2014-2016.

2.3.3 Tribunal fees and changes to tribunal panel arrangements have been introduced in GB and are most likely to be the subject of discussion in NI. Bills currently before parliament in GB include:

- the draft – De-regulation Bill;
- the Growth and Infrastructure Bill and
- the Transparency of lobbying, Non-party Campaigning and Trade Union Administration Bill:
- 

2.3.4 In 2015 the employment law agenda will be subject to a new government however the future agenda stemming from GB is likely to include:

- amendments to working time provisions;
- industrial action related legislation and
- new legislation related to the Human Rights Act.

## 2.4 Employment Relations Challenges

2.4.1 Taking into account the above background, stakeholder and staff comments and the wider employment relations trends the core challenges for the Agency over the next three years are:

- Improving employment relations skills within the workplace.
- Facilitating the use of in-house alternative dispute resolution processes
- Supporting the growth areas of the NI economy
- Developing project partnerships with key stakeholders
- Supporting parties in dealing with public sector change
- Addressing the challenge of digital communications and social media
- The continuous improvement of Agency frontline services
- The development of Agency staff skills and capability

### 3. Strategic Aims and Objectives 2014-17

3.1 In meeting our statutory responsibilities and addressing the employment relations and public policy challenges facing the Agency our strategic aims and objectives for the 2014-2017 are:

**Strategic Aim 1: Promote better performance in organisations through improved employment relations and more effective dispute resolution.**

**Strategic Objective 1:** The Agency is the preferred choice when organisations seek guidance on employment relations issues.

***Business Impact:***

To promote the services of the Agency a promotional strategy will be developed through contact with stakeholders and be in place by 31 October 2014.

**Strategic Objective 2:** Help prevent and resolve individual and collective workplace employment disputes relating to employment relations and employment rights.

***Business Impact:***

The Agency will address the new service challenges deriving from the DEL Review of Employment Law 2013.

**Strategic Objective 3:** Enhance the capacity of SME and Micro organisations to demonstrate good employment relations as a contribution to sustainable growth.

***Business Impact:***

The Agency will have a SME and Micro support strategy in place by 30 September 2014. The strategy will be assessed by 31 March 2017. The Agency will consult with DEL in addressing the outcomes of the McClure Watters Report on SMEs.

**Strategic Objective 4:** Support public sector organisations as they address the major employment relations challenges deriving from the public sector reform agenda.

***Business Impact:***

The Agency will develop its engagement with public sector organisations and will have in place by 31 March 2015 a public sector support programme to be implemented 2015-17. The programme will be assessed by 31 March 2017.

## **Strategic Aim 2: Inform public policy and debate on the economic and social value of good employment relations.**

### **Strategic Objective 5: Contribute to the development of public policy including the design and development of a system of employment relations for Northern Ireland.**

#### ***Business Impact:***

Throughout 2014-17 the Agency will respond to Government Consultation documents as appropriate. The Agency will continue to partner with related public bodies and by 30 September 2014 will have commenced an on-going programme of active engagement with policy developers and decision makers having an interest in workplace relations.

### **Strategic Objective 6: Build partnerships with key stakeholders to expand LRA's reach and influence in improving employment relations.**

#### ***Business Impact:***

The Agency will continue to build on current partnerships and will commence 1 April 2014 a process of dialogue with key stakeholders with a view to developing partnership arrangements.

### **Strategic Objective 7: Act as a creative and innovative influence in the employment relations field**

#### ***Business Impact:***

The Agency will continue its Membership of the International Agencies Group and the Employee Relations Institute. The Agency will disseminate new thinking through seminars, annual lectures and the holding of an employment relations conference during 2015/17.

## **Strategic Aim 3: Support the operation of fair, harmonious and effective workplaces.**

### **Strategic Objective 8: Alternative dispute resolution processes e.g. conciliation, mediation and arbitration are the norm for the third party resolution of all employment relations disputes.**

#### ***Business Impact:***

The Agency will commence a programme for supporting the introduction of in-house dispute resolution processes by 30 September 2014. The programme will be assessed annually.

### **Strategic Objective 9: Enhance the employment relations skills of managers and in particular first line owner managers/supervisors**

#### ***Business Impact:***

The Agency will further develop its programme of events to enhance the people skills of first line owner managers/supervisors by 31 December 2014. The effectiveness of the events programme will be monitored with a final evaluation undertaken by 31 March 2016.

## Strategic Aim 4: Optimise the contribution of Agency staff

**Strategic Objective 10:** Develop Agency staff to ensure they are able to make the very best of their skills and abilities

***Business Impact:***

Annual staff training plans linked to business performance will be assessed each year with revised annual plans being in place by 31 August of each year. A revised inventory of staff qualifications and skills will be established by 31 May 2014. The inventory, with staff appraisal documentation, will inform the creation of learning and development opportunities for staff.

## Strategic Aim 5: Secure value for money.

**Strategic Objective 11:** Consistently look for efficiencies in all that we do without detriment to maintaining high standards of service delivery.

***Business Impact:***

By 31 May 2014 an efficiency review programme will be in place. By 31 March 2017 all Agency procedural and operational processes will have been reviewed and efficiencies demonstrated. The introduction and integration of new technology and information systems will be assessed in relation to improved effectiveness and efficiency e.g. the introduction of ICMS 2015/16, an Agency Intranet 2016/17 and the review of the IS/IT strategy 2016/17.

**Strategic Objective 12:** Ensure that the Agency operates in a sustainable and environmentally responsible manner

***Business Impact:***

By 30 November 2014 the Agency will undertake an energy usage review and by 1 January 2015 have an energy efficiency plan in place. By 31 March 2015 a fit for purpose premises review will be completed.

**Strategic Objective 13:** Demonstrate the value for money of LRA services

***Business Impact:***

An action plan for embedding Social Return on Investment will be in place by 30 June 2014 with the aim of using real values to demonstrate value for money by 31 March 2017.

**Strategic Objective 14:** To operate the best and most appropriate channels of communication for clients to promote good employment relations

***Business Impact:***

A review of Agency communications will be undertaken by 31 March 2015 with particular emphasis placed on internal and external electronic/digital communications.

## 4. Measuring Success

4.1 Over the period 2014-17 the Agency will be measuring its performance against the following indicators. The performance indicators will be subject to review through dialogue with customers and stakeholders and by the internal assessment of their effectiveness.

4.2 We will measure the success of our core services against:

- The percentage levels of user satisfaction with Agency services.
- Days saved by Industrial Tribunals.
- The percentage of pre-claim conciliation cases completed.
- The “lost call” rate of our Helpline.
- The percentage of delegates to Agency events reporting that their learning requirements had been met.
- The percentage of delegates to Agency events reporting that participation resulted in a review or change in policy or practice.
- The percentage of Agency customers who introduce/amend documentation following Agency assistance.

4.3 We will measure the success of our promotional work against:

- The levels of utilisation of Agency services.
- The levels of awareness of the Agency, its services and publications.
- The growth of our customer base.
- The percentage of conference/seminar delegates reporting that their thinking on employment relations had been influenced.

4.4 We will measure the success of organisational development initiatives against:

- The percentage of staff indicating satisfaction in staff attitude survey results.
- The percentage of staff indicating positive outcomes in staff stress surveys.
- The percentage of staff in each grade attaining accredited and /or professional status.
- The overall level of absence.

4.5 We will measure our governance and management performance against:

- The degree to which business plan objectives are met.
- Having in place comprehensive value for money indicators.
- Ratings in internal and external Audit Reports.
- Compliance recorded in stewardship statements to the Permanent Secretary.
- Declarations of weaknesses in Statements of Internal Control.
- The achievement of IS Security Accreditation.
- The % of annual funding spent/allocated.

## 5. Resourcing Challenges 2014-17

5.1 This corporate plan sets out our aims for 2014-17 given our current budget allocation of £3.545k. We acknowledge that decisions on priorities will have to be made and efficiencies realised over the lifetime of this plan.

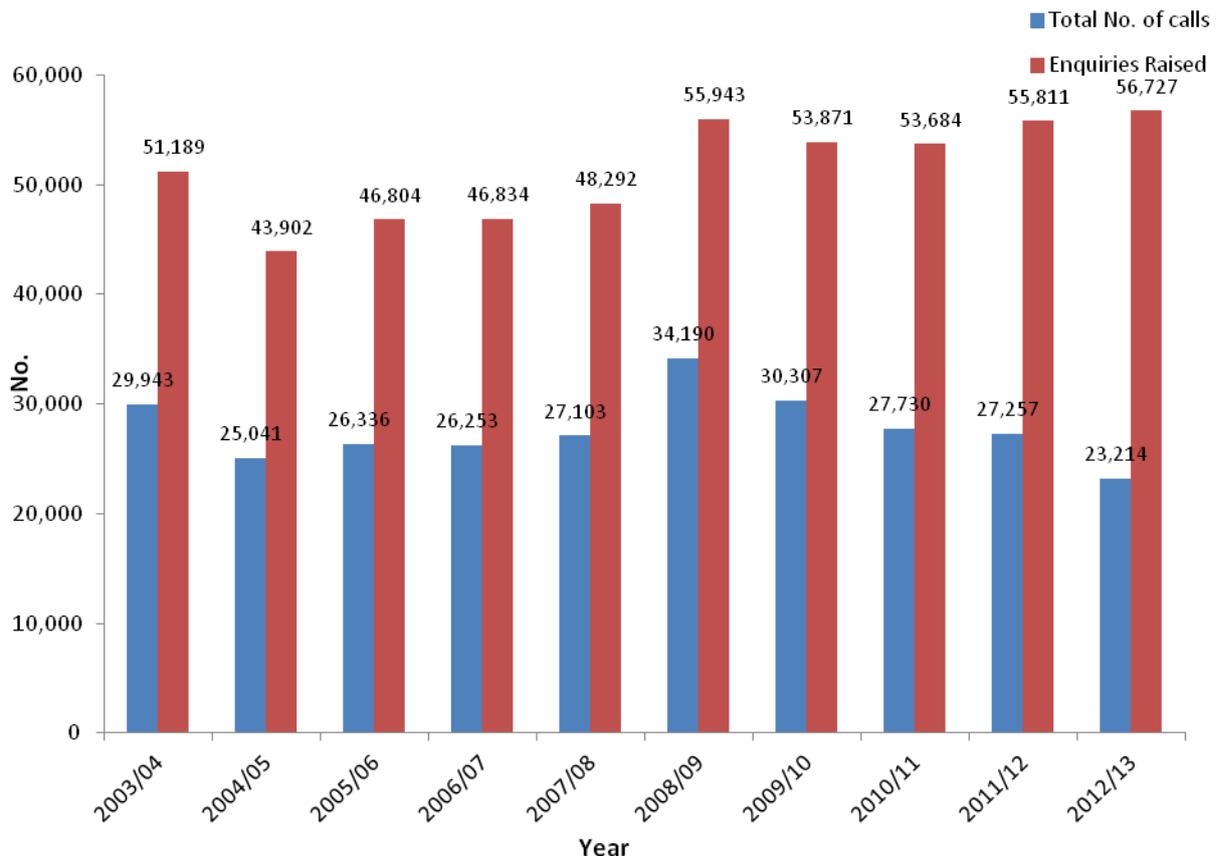
5.2 During 2011-14 it has been Agency practice to manage efficiencies primarily through targeting our decreasing discretionary spend to high priority areas. This has been done alongside a policy of filling all establishment vacancies on a permanent and full time basis. If there is no change to the funding allocation over 2014-17 it is more than probable that vacant posts will not be filled either on a permanent full time basis or on fixed term or part-time bases. This eventuality will have a direct and immediate negative impact on the performance of the Agency.

5.3 The Agency appreciates that, in contrast to revenue funding, additional capital can become available and be efficiently managed in the short term. The Agency acknowledges the assistance and support of DEL in relation to giving notice of and support with additional capital. However the capital funding issue, whilst critical, does not address the heart of the matter. The more deep seated funding challenges facing the Agency relate to revenue and in particular the negative impact of depleting revenue on the capacity and capability of the Agency to maintain its staffing and skills levels and thereby maintain the standards of service required to effectively meet the objectives set out in this corporate plan. If the revenue challenge is not met the Agency will not have the capacity to maintain current services and to introduce new services such as the re-routing of tribunal claims to the Agency or undertake fresh good employment practice and ADR initiatives in relation to SMEs. Front line services will suffer if the revenue challenge is not met.

5.4 Should the above circumstances not be addressed the budget ceiling of £3.545m will precipitate a reduction in our capacity to contain efficiencies through the prudent management of discretionary spend, most likely with immediate effect from 1 April 2014. Should the above funding issues not be addressed the performance proposals set out in this plan will require fundamental review.

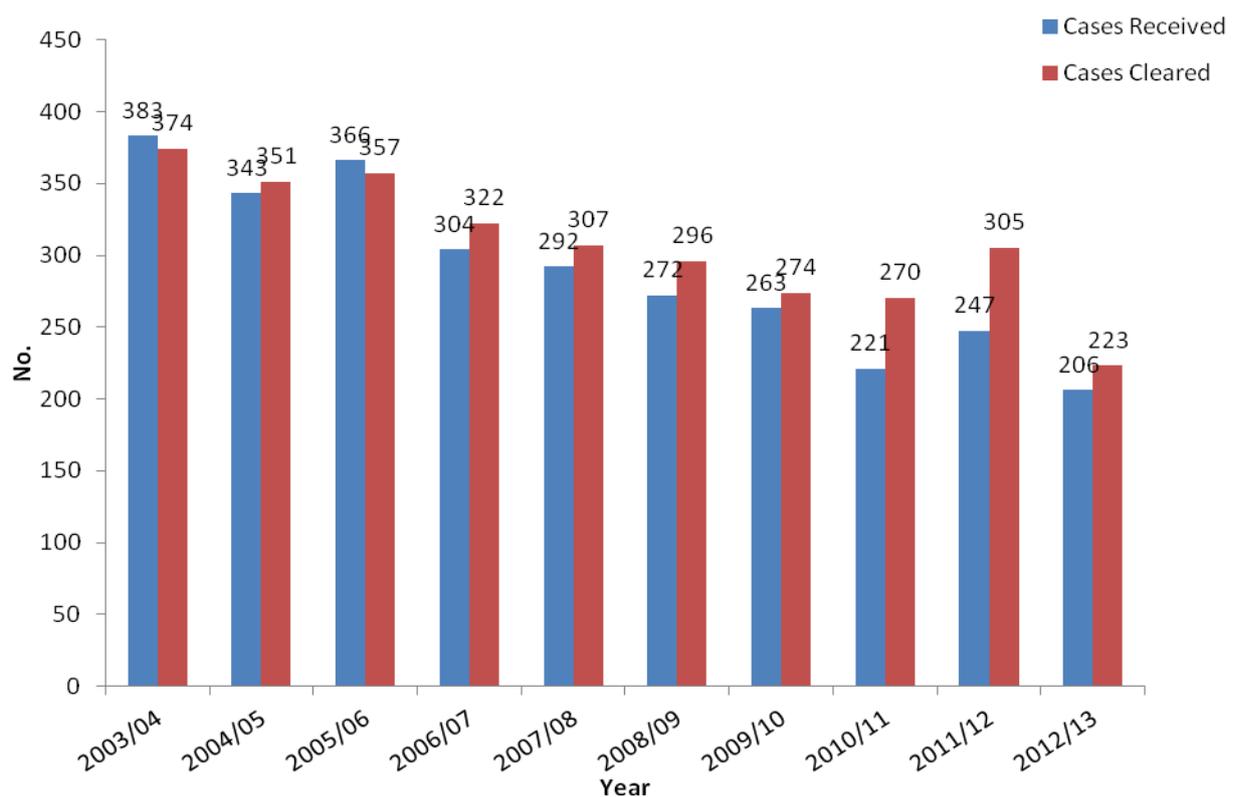
### Illustration 1

#### Helpline 2003/04 - 2012/13

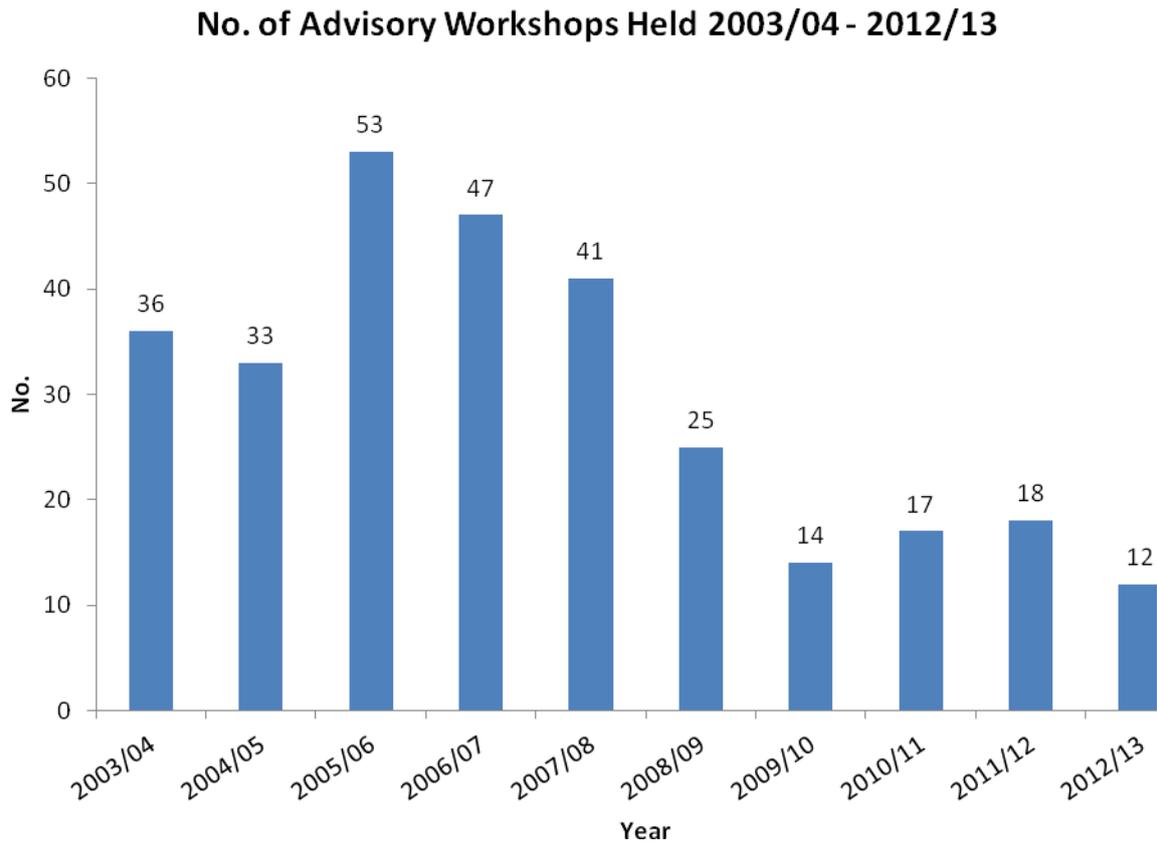


### Illustration 2

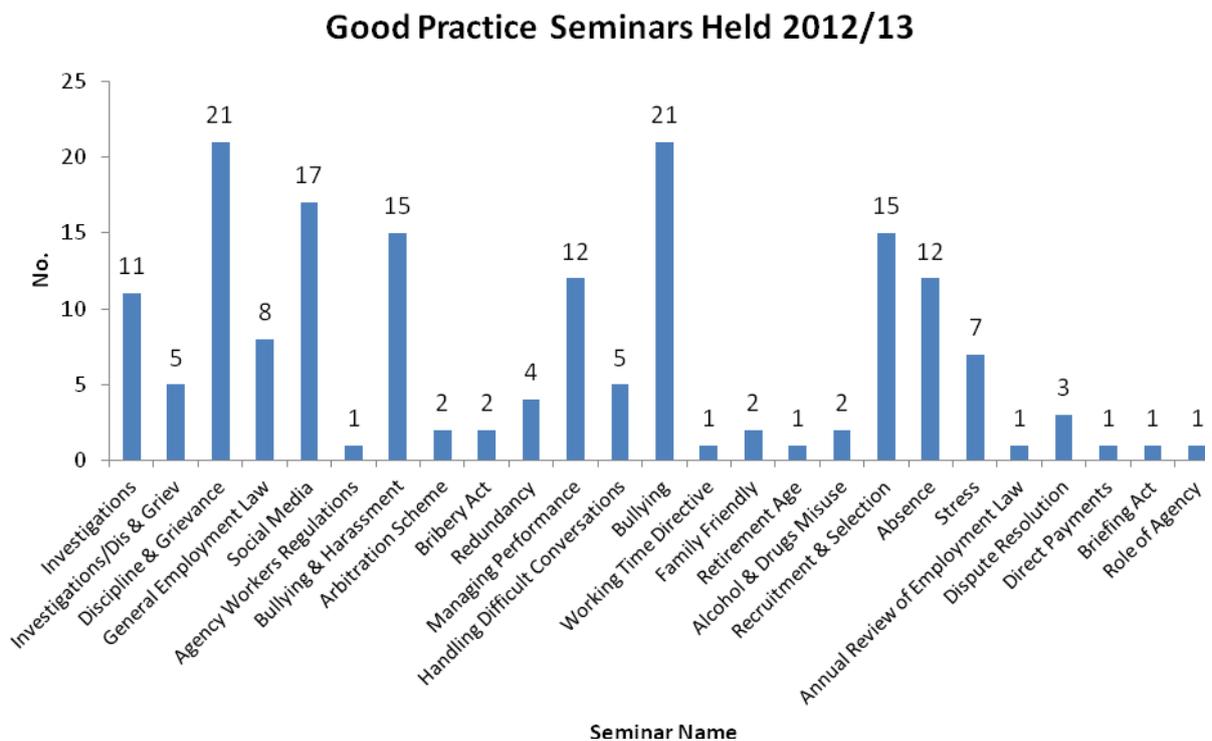
#### Advisory In-Company Assistance 2003/04 - 2012/13



### Illustration 3

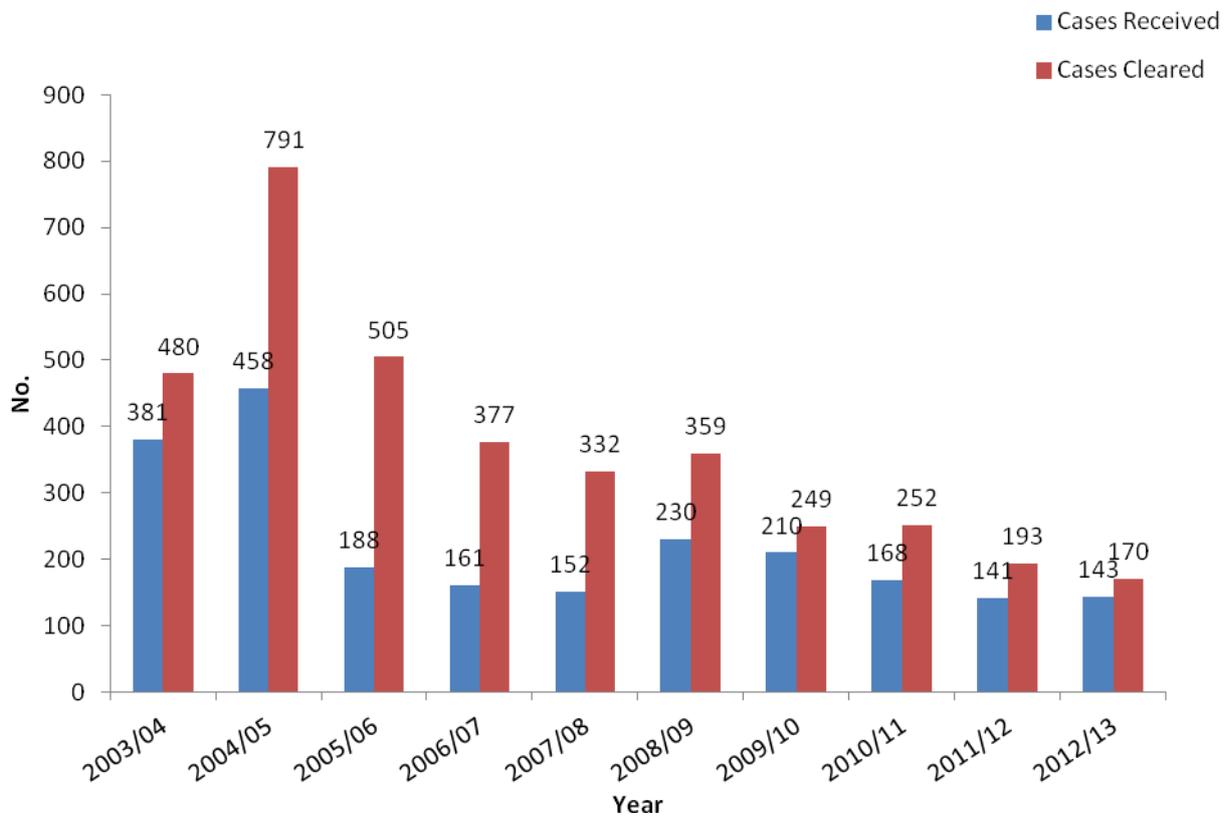


### Illustration 4



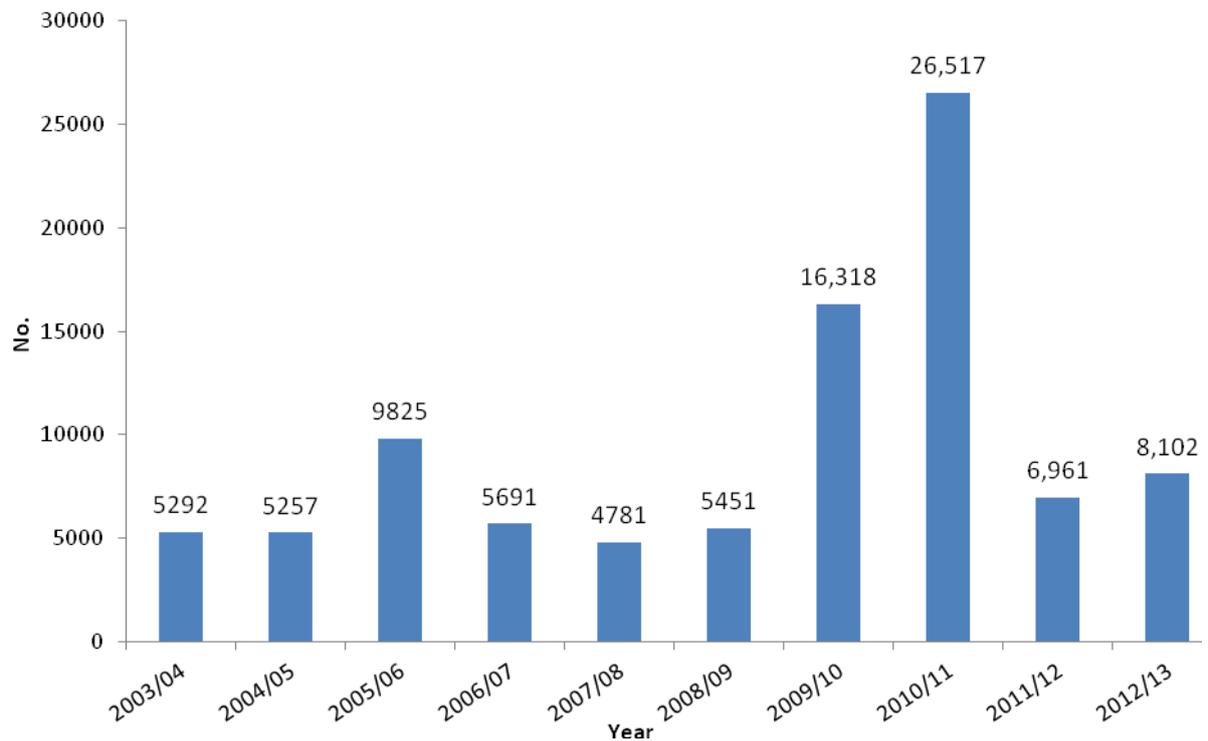
**Illustration 5**

**Religious and Political Discrimination Cases Received & Cleared  
2003/04 - 2012/13**

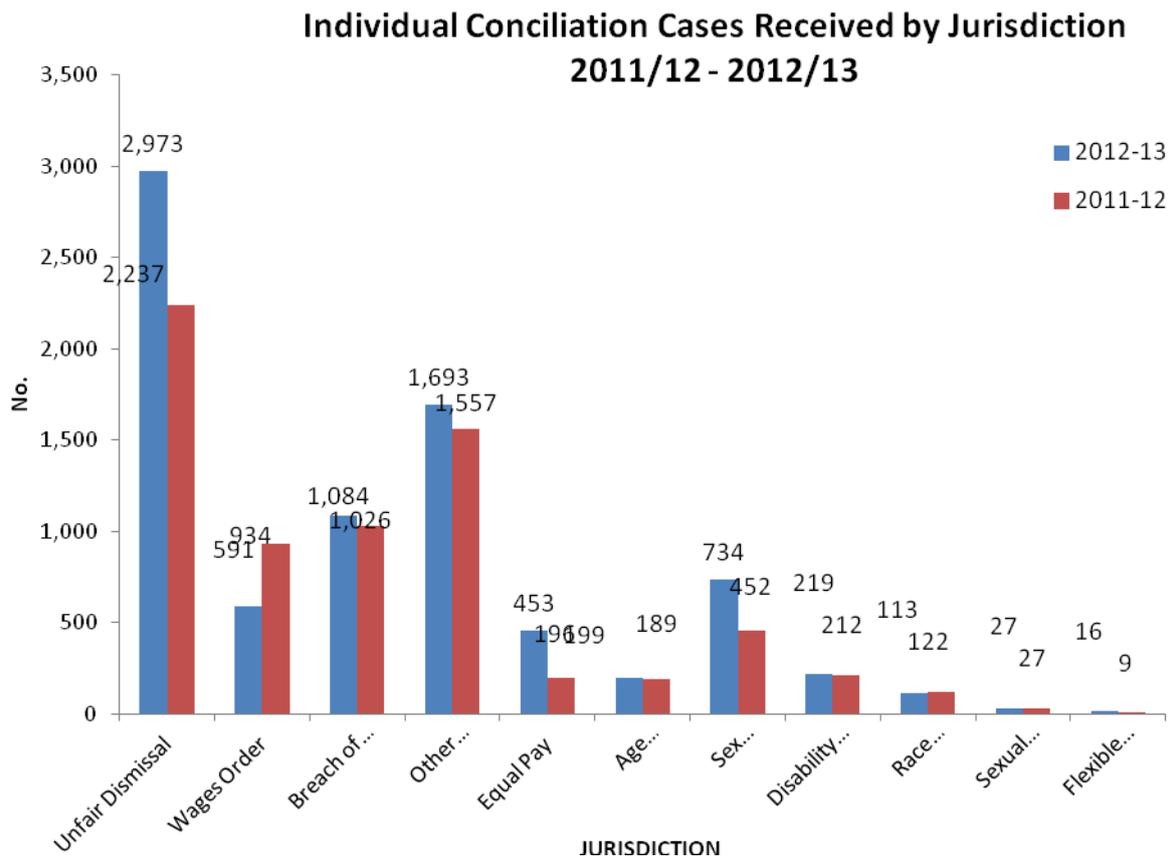


**Illustration 6**

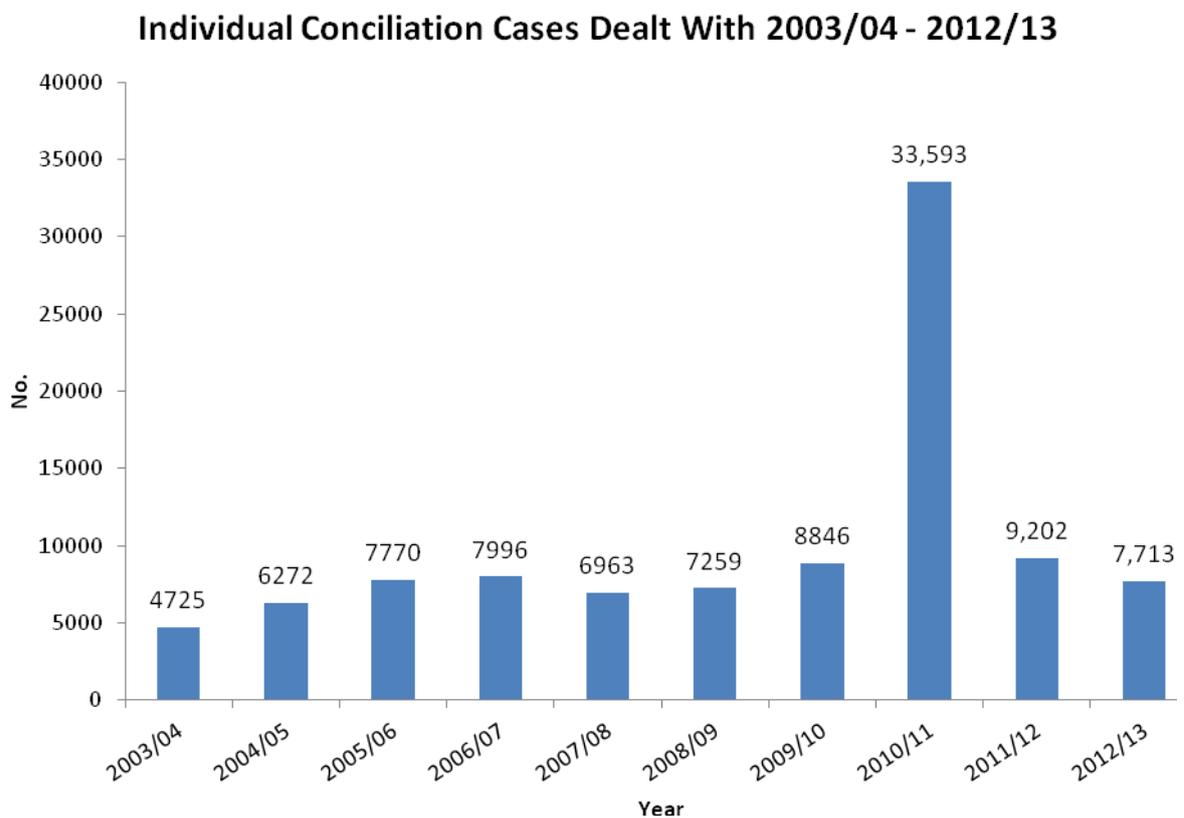
**Individual Conciliation Cases Received 2003/04 - 2012/13**



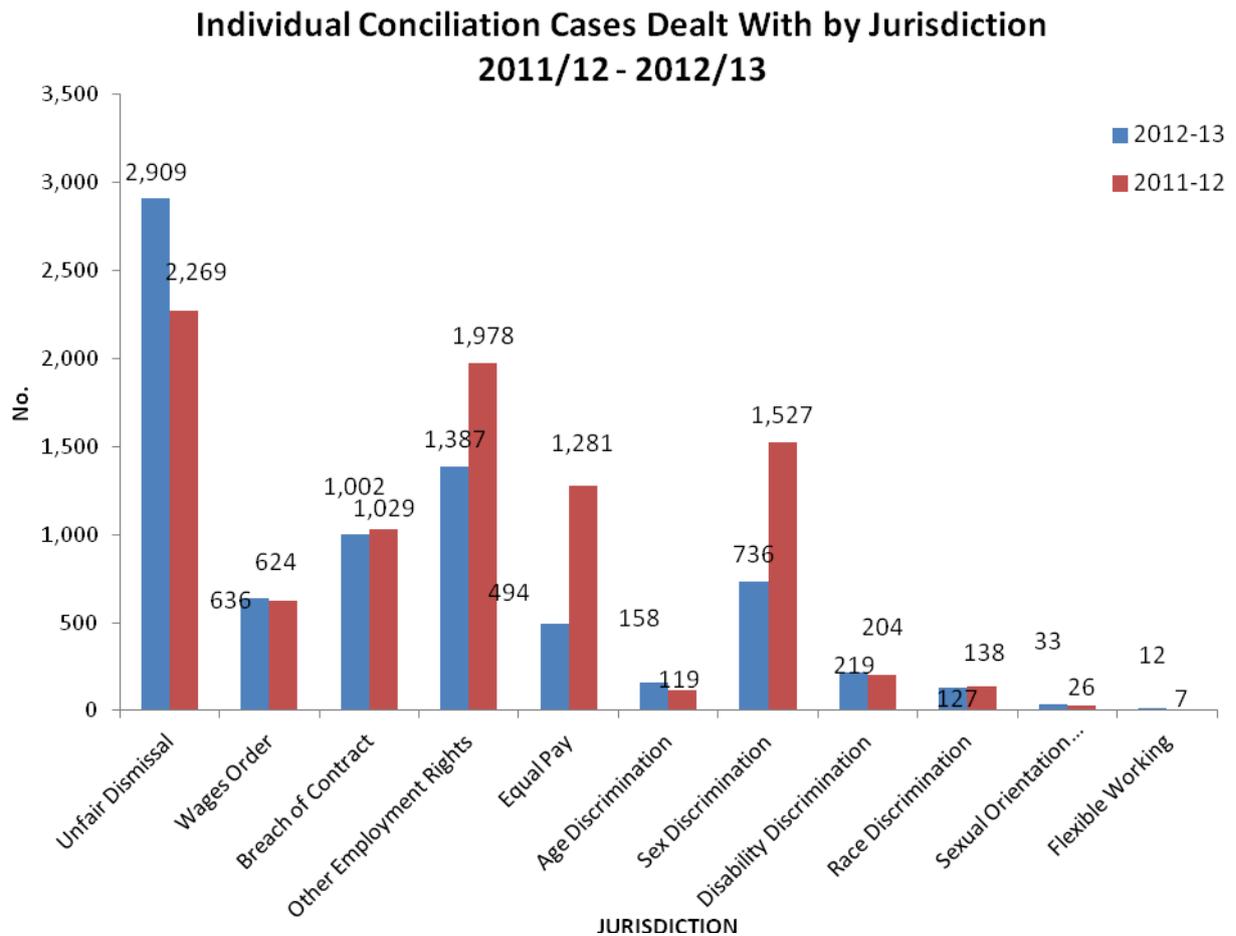
### Illustration 7



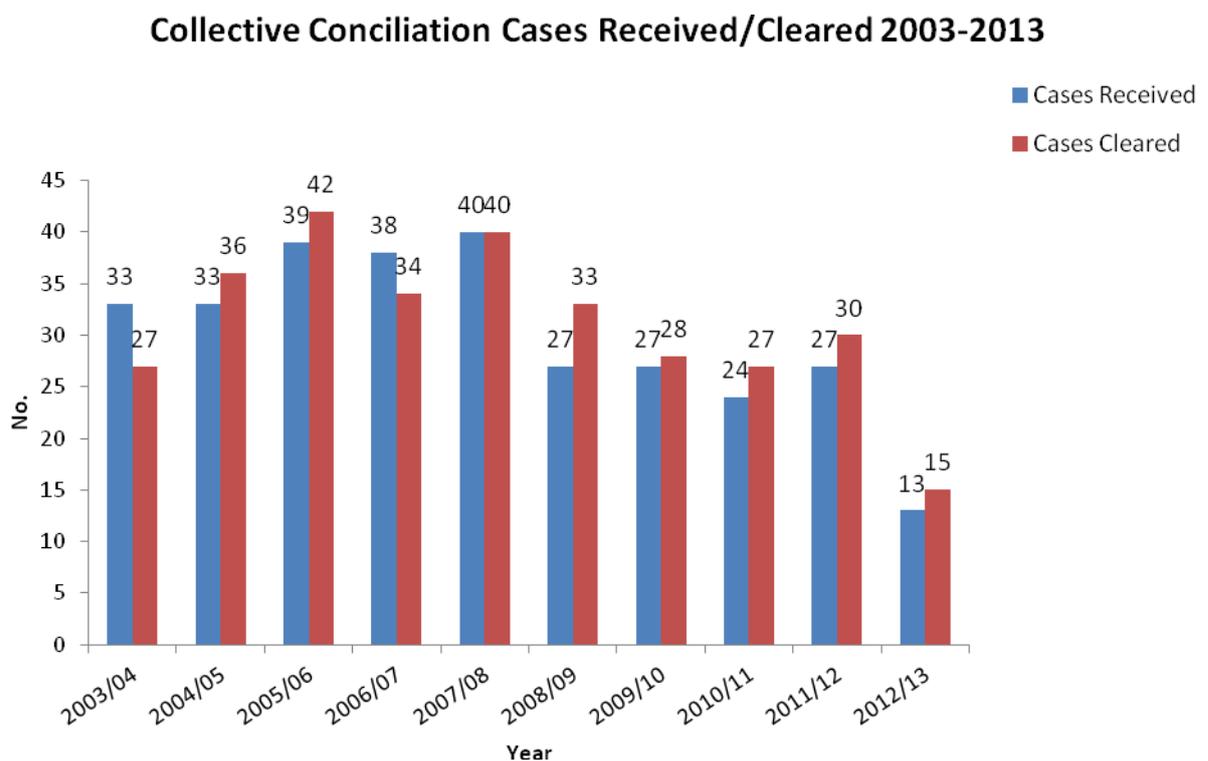
### Illustration 8



### Illustration 9

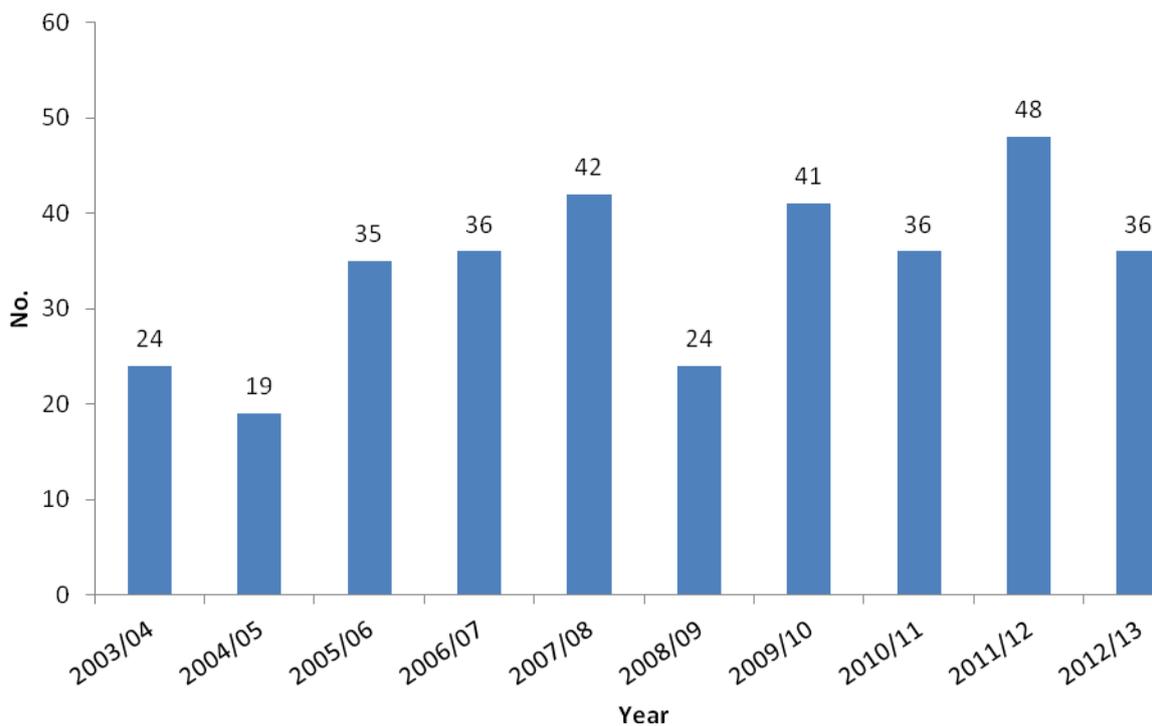


### Illustration 10



**Illustration 11**

**Arbitration Cases Received 2003/04 - 2012/13**



**Illustration 12**

**Arbitration - Source of Requests 2012-13**

