**Equality analysis form**

If the activity you are planning to analyse is covered by an existing Equality Analysis or a relevant former Equality Impact Assessment, please use Section 2 of the form to highlight any updated information. The updated form should be sent through to the Equality and Diversity Unit for feedback, the start of the online consultation process and publication.

**Section 1**

**Equality Analysis Screening**

The following questions will identify whether a full Equality Analysis will be required. Please read the Equality Analysis guidance prior to completing the screening.

1. Name of the activity (strategy, policy, practice etc)

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| Phase 2 (Phase 1 is the Estates Executive structure which is already in place) restructure of the Estates team with Estates & Facilities service. |

1. Will this activity have the potential to deliver positive outcomes for students, staff and/or visitors from equality groups? Please provide evidence for your answer.

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| The intention is to restructure the current functional management (consisting of Building Maintenance & Design, Mechanical Maintenance & Design, Electrical Maintenance & Design, Space Planning & Design, Commercial, Masterplan, and Energy Management) into two new sub-directorates of Project Management and Operations & Maintenance. These teams will be multi-diciplinary which will aid collaboration and break down the current silos. There is also a need to redress the balance which is too heaviliy skewed toward project delivery with a lack of focus on maintenance management. The current structure is cumbersome and does not facilitate effective collaboration between disciplines. It is difficult to resources projects internally as resource has to be drawn from across disparate teams resulting in a fragnmented approach to project management. There is insufficient attention paid to maintenance management as the focus is mainly on projects particularly in the summer months. This means that only a handful of key individuals are involved and we are over-reliant on those key staff. This restructure will embed the strategic direction of the 2 workstreams and ensure effective communication and collaboration between them.This review will have positive outcomes, providing greater clarity around roles and responsibilities and potentially providing staff with development and career progression opportunities. The Estates Team will be better placed to deliver a more effective project management and maintenance service to staff and students from all equality groups. |

1. Will this activity have the potential to create negative impacts on students, staff and/or visitors from equality groups? Please provide evidence for your answer.

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| --- |
| It is not anticipated that the restructure will have a significant negative impact on staff. However, it is recognised that any change to job roles or line management could have a negative impact on stress and the potential to create anxiety. **Women, men, transgendered people**No significant impact – it is recognised that role changes or changes in work patterns can be more difficult to accommodate in instances where staff, statistically more likely to be female staff, have caring responsibilities. There are some flexible working arrangements existing and there are no current plans for this review to change existing flexible working arrangements.**Black and minority ethnic groups**No envisaged negative impact**Disabled people**This group may have existing adjustments in place pertaining to current roles which potentially could be affected by transferring to a different team and/or location. However it is envisaged that any such arrangements would be reviewed and similar arrangements implemented with any new team or line management arrangements. Where there is a location change involved consideration will be given to any physical adjustments, desk configurations and relocating needs. Risk Assessments will be carried out to ensure any potential moves are feasible. All staff will have the opportrunity to discuss Equality Assessment as part of 121 meetings with managers.**Younger or Older people**No envisaged impact**People of different religions and beliefs**People with different faiths and beliefs can experience negative impact due to revised line management arrangements if arrangements for leave or for periods of fasting are not promptly put in place. Staff will be able to discuss any necessary arrangements during 121 meetings with line managers.**Lesbian, Gay and Bisexual people**LGB people can experience negative impact in moving to a new team or having a new line manager. Staff will be able to disdcuss needs and concerns during 121’s with line managers. All managers have undertaken E&D training and will be sensitive and supportive.**Pregnancy and Maternity**Staff who are on leave can experience negative impact due to uncertainty or change in line management. We are currently not aware of any staff who are pregnant or on maternity or paternity leave. Should this need to be considered, we will work with our partners in HR to put in place special arrangements to make sure staff members are kept informed and will offer a ‘keep in touch’ (‘KIT’) day prior to their return. Managers will be supportive and aware of individual needs which will be discussed during 121 meetings. **Marriage and Civil Partnership**No envisaged impact |

1. Does the activity have the potential to impact equality groups in the following ways:
* Access to or participation in UWE Faculties or Professional Services?
* Levels of representation across the UWE workforce?
* Student experience, attainment or withdrawal?
* Staff experience?

Please indicate YES or NO. If the answer is YES then a full analysis must be carried out. If the answer is NO, please provide a justification.

|  |
| --- |
| YES |

**Equality analysis screening sign off:**

|  |  |
| --- | --- |
| Faculty Dean or Head of Service  | Simon MacSorley |
| Faculty / service | Estates/Facilities |
| Date | 19/06/18 |

**Please return the completed form back to the Equality & Diversity Unit for feedback and publication**

**Section 2**

**Full Equality Analysis**

1. Name of the activity (strategy, policy or practice etc)

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| --- |
| Phase 2 Estates Restructure |

2. What is the aim of the activity (objective or purpose)?

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| --- |
| With the onset of Facilities and Estates ‘Best Value Vision’ and the completion of the E&F Executive Team by the appointment of a new Director of Estates the opportunity to review the staff structure of the Estates Department has arisen.The objective will be to align functional and management responsibilities in a more logical and efficient way and also to create a new managemnent structure within Estates to support the Director of Estate and and facilitate the delivery of long-term objectives. Following the appointment of the senior management team a full review of rest of the department structure will be carried out.The appointment of a new Director of Estates means that the current Masterplan team will be integrated into the wider Estates team which in itself creates the need both for a revised structure to facilitate this and enable the Director of Estates to have sufficient resource to operate at a strategic level.Additionally, the intention of the Director of Estates is to restructure the current functional management (consisting of Building Maintenance & Design, Mechanical Maintenance & Design, Electrical Maintenance & Design, Space Planning & Design, Commercial, Masterplan, and Energy Management) into two new sub-directorates of Project Management and Operations & Maintenance. These teams will be multi-diciplinary which will aid collaboration and break down the current silos. There is also a need to redress the balance which is too heaviliy skewed toward project delivcery with a lack of focus on maintenance management. |

3. If amending a current activity, what changes are proposed?

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| --- |
| A new department structure is proposed which changes the current team structure from a professional functional model (e.g building fabric. mechanical, electrical) to multi-disciplinary teams reporting into two new sub-directorates of “Projects” and “Operations and Maintenance”. This will support the department’s objective to deliver outstanding customer service and the Estates and Facilities’ service mission to create an unbeatable estates and facilities service. |

4. Who is responsible for developing and delivering the activity?

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| --- |
| Simon MacSorley, as Director of Estates is responsible for leading and delivering this restructure supported by Robin Holloway and Nigel Cooper as Assistant Directors. Penny Hall is the HR Business Partner supporting the Estates senior team. |

5. What measures will be used to assess whether the activity is successful?

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| --- |
| Staff feedback including via Staff Survey. Feedback will also be sought from other non-departmental staff and stakeholders regarding clarity of roles and responsibilities and improved service levels.Lessons learned meetings/Post Occupancy Evaluation will be used to evaluate the effectiveness of project management.KPI’s and audit results will be utilised to measure increased effectiveness of maintenance operations. |

6. Does the activity have a potentially adverse impact on equality groups, in terms of employment issues and/or service delivery for students and/or staff? In the table below, please give evidence to support your yes or no answers. If the answer is not known, indicate how you will source evidence.

**Meeting the public sector equality duty**

Please also use the table below to demonstrate whether the activity has the potential to eliminate unlawful discrimination, advance equality of opportunity and foster good relations. Please use the ‘no’ column to highlight your responses.

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Yes** | **No** | **Not known** |
| **All Groups** |  | By following the UWE Bristol Organisational Design process and the HR Reorganisation Procedure we hope to offer the smoothest process possible. We recognise that this process can be stressful and that one of the main drivers for stress during change is lack of information, we will try to help allay some of the anxieties by:* Providing staff with a Communication Plan and Timeline with milestones which is co-written by management, HR and UNISON so staff know when to expect information and from who, thus avoiding unexpected communication voids.
* Encouraging staff input and feel part of the process very early on via team-wide briefing sessions as well as environmental displays in meeting rooms where staff can take time to consider the changes at their own pace.
* Making sure we feed back to staff about how their input was used.
* All staff will have 121 meetings with their Managers specifically to discuss any potential changes or opportunities that they may face.
* Line- managers will be supported/coached by the Senior Management Team and HR Partner to make sure they are confident to deliver 121s in a supportive and considerate way.
* Estates and Facilities are committed to developing their staff. Where a role change will require staff to learn new skills we will endeavour to arrange this training prior to taking on the new role or allow for a gradual transition to allow for on-the-job learning.

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| **Women and men** | New roles could create an opportunity to increase diversity  | It is recognised that role changes or changes in work patterns can be more difficult to accommodate in instances where staff, statistically more likely to be female staff, have caring responsibilities. There are some flexible working arrangements existing and there are no current plans for this review to change existing flexible working arrangements. |  |
| **Trans people** | New roles could create an opportunity to increase diversity | Trans people can experience negative impact in moving to a new team or having a new line manager. Line managers will be sensitive for example, that staff may need to go through the coming out process with a whole new team which could be a driver for stress and anxiety. Staff will be able to discuss needs and concerns during 121’s with line managers. All managers have undertaken E&D training and will be sensitive and supportive |  |
| **Black and minority ethnic groups**  | New roles could create an opportunity to increase diversity |  |  |
| **Disabled people**  | New roles could create an opportunity to increase diversity | This group may have existing adjustments in place pertaining to current roles which potentially could be affected by transferring to a different team. However it is envisaged that any such arrangements would be reviewed and similar arrangements implemented with any new team or line management arrangements. Any proposed changes will be Risk Assessed and physical adjustments, desk configurations and relocating needs considered. |  |
| **Younger or older people** | No envisaged impact |  |  |
| **People of different religion and beliefs**  | New roles could create an opportunity to increase diversity | People with different faiths and beliefs can experience negative impact due to revised line management arrangements if arrangements for leave or for periods of fasting are not promptly put in place. Staff will be able to discuss any necessary arrangements during 121 meetings with line managers. |  |
| **Lesbian, gay, bisexual people**  |  | LGB people can experience negative impact in moving to a new team or having a new line manager. Line managers will be sensitive for example, that staff may need to go through the coming out process with a whole new team which could be a driver for stress and anxiety. Staff will be able to discuss needs and concerns during 121’s with line managers. All managers have undertaken E&D training and will be sensitive and supportive |  |
| Marriage and civil partnership | No envisaged impact |  |  |
| **Pregnancy and maternity** |  | Staff who are on leave can experience negative impact due to uncertainty or change in line management. We are currently not aware of any staff who are pregnant or on maternity or paternity leave. Should this need to be considered, we will work with our partners in HR to put in place special arrangements to make sure staff members are kept informed and will offer a ‘keep in touch’ (‘KIT’) day prior to their return. |  |

7. Please give evidence of how you have engaged equality groups in the equality analysis process. Is further engagement required?

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| --- |
| Advice meeting with E&D team prior to completing EA. This EA will be available to trade unions and staff network groups for comment and feedback. Full consultation with staff and unions is planned as part of the restructure process. |

8. What action can be taken to mitigate any potential negative impacts or address different needs? Please comment and then complete an action plan (see appendix 1).

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| --- |
| Action plan completed. A communication plan detailing clear and timely communications with staff and stakeholders will be developed and shared with staff. Group consultation meetings with staff will be held and individual 121 meetings with affected staff will be offered to discuss any specific individual concerns. |

9. Please indicate the level of equality relevance:

High 🞎

Medium X

Low 🞎

10. **Equality analysis sign off:**

|  |  |
| --- | --- |
| Faculty Dean or Head of Service  | Simon MacSorley |
| Faculty / service | Estates/Facilities |
| Date | 19/06/18 |

**Please return this form to the Equality and Diversity Unit for feedback, the start of the consultation process and publication.**

**Equality analysis - action plan Appendix 1**

Name of activity: Estates Phase 2 restructure

Plan completed by: Simon MacSorley Service / faculty: Estates/Facilities

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Issues** | **Actions****required** | **Responsible****Person** | **Resources required** | **Target date** | **Success Indicators** | **What progress has been made?** |
| **Information/data required** | Information regarding all staff impacted by change | DOE and HRBP | HR Data | October 2018 | Completed | To take place after staff consultation |
| **Consultation** | Full consultation to be carried out with staff and unionsCommunications plan to be produced | DOE plus AD’s with support from HRBPDOE and Estates Communications Officer | HR Support,Estates Comms Officer support | October 2018End June 2018 | Completed.Comms plan shared with staff | Staff consultation to commence July 2018.Comms plan being prepared and with be shared with staff by end June. |
| **Monitoring and review arrangements** | Feedback from staff and unions.Feddback from staff 121’s to be reviewed by Estates Executive Team. | DOE plus AD’s | Union resource | Ongoing | Positive feedback and results | Ongoing |
| **Publication** |  |  |  |  |  |  |
| **Other actions** | All managers to receive E&D training | DOE plus AD’s | Training Depratment | Ongoing | All current managers have received training | New managers under restructure may require E&D training. |

Please return form to the Equality and Diversity Unit