

Equality Analysis

This form enables you to reflect on your proposed activity, and to assess the potential positive and negative impacts it might have on different members of the community. The Equality Analysis is designed to help you ensure your activities are meaningfully considered and not spending your time on an activity that will later need to be changed or disbanded due to not thinking about the practical needs of diverse communities who we are required to protect. If you have any questions about how to complete this Equality Analysis, please read the [Guidance](#) or contact the Equality and Diversity Unit: EqualityandDiversityUnit@uwe.ac.uk.

This version of the Equality Analysis form is designed to help you complete a restructure Equality Analysis. It suggests elements that might be a part of the restructure, and suggests ways of doing these things in an inclusive way. The form is not intended to restrict your creativity: you may decide on additional or alternative impacts and actions which better fit inclusive practice in your organisational context.

Please delete any text that is not relevant to your restructure.

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| Activity Title | Finance Restructure |
| Project Manager and Contact | Rachael Fleetwood, Finance Director |

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| <p>1. Proposed activity (change, refresh, policy, process or practice) being analysed</p> <p>The last restructure in 2016 was generally successful, but in the light of increasing financial challenges across the sector and the University's draft 2030 strategy, it is now time to review the Finance Services' structure in order to better serve our colleagues in Faculties and Services, improve effectiveness, resilience, collaborative working and workload cover in teams.</p> <p>The main objective of the change is to consolidate a number of teams and/or operational functions to reduce silos and increase cross Faculty/Service working. It will also enable the creation of a key post to act as a Deputy to the Finance Director by removing some of the existing Section Head roles.</p> <p>The majority (circa 80) of Finance Services staff will experience the change in their daily lives. For a few this will be due to their job role changing; for the majority this will be because of management and/or team and/or office changes.</p> <p>Elements of the change that might cause stress: Any change may cause stress. It is anticipated that staff who are ring-fenced for new roles because the change proposals include deleting their current posts will be the most likely to be affected by stress.</p> <p>Definitely part of the change:</p> <ul style="list-style-type: none"> recruitment for a post / posts - Finance staff who have been ring-fenced. changes to team structure or line management relationships – it is planned to consolidate a number of teams and/or operational functions. |
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- changes to physical or virtual working environments – some staff will change desk/office location but will remain on the same campus (Frenchay). The bulk of staff will occupy offices in Northavon House and P Block.
- changes to grading or changes to job roles – some staff will have the opportunity to apply for higher graded roles, some staff are likely to require pay protection. Some job roles will be merged into new posts.

Definitely NOT part of the change:

- changes to amount of lone working or arrangements around lone working
- changes to the student experience

Uncertain whether or not will be part of the change at the present time:

- changes to FTE – it is proposed to reduce the total number of FTE in Finance Services by 10 FTE (50% of this is off-set by current vacancies). It will depend on the outcome of the consultation and subsequent role confirmations if this will mean changes to individuals' FTEs.
- recruitment for a post / posts - whether or not this will be open to internal/external recruitment depends on the outcome of the consultation and EVSS/VS applications.
- changes shift patterns / working hours
- Redundancies - dependent on EVSS/VS applications

Enter short description of what it is, the objectives and why you are doing it. If you are amending a current activity, what changes are proposed? Please outline the ways that students, staff, visitors or contractors might experience changes in their day to day lives, e.g. [restructure-specific examples]:

2. What sources of information/data, or who have you identified to help explore potential equalities impacts?

Meetings being held with:

- HR
- Union Representative
- Affected individuals and teams
- Whole department

Following the above meetings, the staff consultation period will run from 13th March to 9th April (4 weeks). 1:1 meetings and drop-in sessions with management will be made available to staff during this time.

Departmental online anonymous suggestion box available to all staff to log comments, feedback and/or queries. Depending on timing, management responses will be shared either via departmental newsletter and where applicable, a weekly email depending on feedback received each week during the consultation phase.

Examples include: External or Sector data/research, Staffing Statistics, Student or Staff Networks, specific stakeholders.

3. Assessing the activity from different perspectives

Might your proposal impact people who identify with the protected groups below in the following contexts?

- Access to or participation in UWE Bristol Faculties or Professional Services?
- Student experience, attainment or withdrawal?
- Staff experience, representation, or progression?

Explain why you have made that assessment, and plan your response.

| | Possible Negative or Positive Impact on Groupsⁱ Include relevant data if possible. | Action Planning: how will you mitigate negative and maximise positive outcomes? Please feed information from this action plan to your activity's own planning documents e.g. action plans, risk registers, benefits maps | | | | |
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| | | Actions Required | Responsible Person | Target date | Success indicators | Progress to date |
| All (possible impacts affecting many groups) | <p>Positive Impact:</p> <ul style="list-style-type: none"> • New job roles will be available, providing opportunities for job progression and greater engagement with the business of the University. • Staff may need to move team/office/desk locations, which will provide opportunities for new networking and interacting with different colleagues. • Staff who are looking to leave UWE and/or retire may welcome the chance to apply for EVSS (given that VS is available to apply for at anytime anyway). • Training will be given to staff who require it as part of a new or changed | Senior Managers to clearly communicate the change process to staff. | Rachael Fleetwood | 13/03/19 | Questions raised will be about specific details for individuals rather than generalist ones about the change process itself. | Majority of questions received have been about the proposed structure rather than the change process. |
| | | Senior Managers to make time for 1:1s with staff who request them and provide drop-in sessions for queries / concerns to be raised. | Rachael Fleetwood | 13/03/19 to 05/04/19 | Staff will take-up the opportunity to meet with Senior Managers. | |
| | | Anonymous suggestion box to be monitored regularly and feedback given in a timely manner. | Isobel Napier | 13/03/19 to 05/04/19 | Responses to queries raised via suggestion box will be answered within 5 working days. | |
| | | Any specific training needs for individual staff as a | Line Managers | 13/03/19 to 05/04/19 | Staff feel confident they have the skills to do their job. | |

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| | <p>role, creating the opportunity for people to enhance their skills.</p> <p>Negative Impact:</p> <ul style="list-style-type: none"> Some job roles will be deleted. Affected staff will be ring-fenced for appropriate roles (where available), which is likely to increase feelings of stress. Staff may need to move team/office/desk locations: being with different people in a different space may cause feelings of stress. | <p>result of change of job role to be identified.</p> <p>Senior Managers to sign-post the University's Employee Assistance Programme (EAP) so staff can seek support as required.</p> <p>Changes in seating arrangements to be made in consultation with affected staff and team leaders. All staff who move will complete a new Display Screen Equipment (DSE) Risk Assessment Form, as per UWE policy.</p> <p>Line Managers to have open and honest one-to-ones with their staff about access to work and any adjustments that could be made.</p> | <p>Rachael Fleetwood</p> <p>Rachael Fleetwood</p> <p>Line Managers</p> | <p>Ongoing</p> <p>09/04/19 to 08/07/19</p> <p>13/03/19 to 08/07/19</p> | <p>EAP referred to in presentations, at meetings and in written communications.</p> <p>Staff who move team/office/desk feel safe and comfortable in their new location. Any issues flagged on DSE forms are addressed.</p> <p>Staff have the adjustments in place they require to access their work and to feel comfortable in their workplace.</p> | |
| Age (older people, younger people) | No specific impacts. | | | | | |
| Disability , including mental health and non-visible disabilities | Negative Impacts: Staff who have existing mental health conditions may experience increased levels of | As outlined above, communication will be clear, opportunities for meetings to address concerns will be given and the EAP | Rachael Fleetwood | 13/03/19 to 08/07/19 | No increase in disability related sickness absence during the consultation period. | |

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| | <p>these due to this period of change.</p> <p>Change of job role / team / office location may mean disabled staff require new or altered adjustments.</p> <p>Staff who have adjustments in place may be concerned about the continuity of these if their line management changes.</p> | <p>programme will be sign-posted.</p> <p>Line Managers to have open and honest one-to-ones with their staff about access to work and any adjustments that could be made.</p> <p>Should the line management for a disabled member of staff change, the outgoing line manager will check with the member of staff if they would like information on existing adjustments to be passed on to their new line manager.</p> | <p>Line Managers</p> <p>Line Managers</p> | <p>13/03/19 to 08/07/19</p> <p>13/03/19 to 08/07/19</p> | <p>Staff have the adjustments in place they require to access their work.</p> <p>Staff feel in control of the information relating to their adjustments and are able to have continuity or seek change as they wish.</p> | |
| Women and men | No specific impact | | | | | |
| Trans and non-binary people , including gender reassignment | <p>Negative Impact: Although it is not believed any trans and non-binary staff will be adversely impacted by this change, it has been taken into consideration that if trans and non-binary people are amongst those that will need to move team/office/desk, they may have become accustomed to being out, and to expressing their identity boldly in their previous office space. They may be uneasy about sharing</p> | <p>Senior Managers to re-emphasise UWE's values relating to inclusivity. All relevant colleagues have completed the mandatory E&D e-learning. Any particular local issues could be addressed through team meetings and/or additional training as necessary.</p> <p>Line Managers to have open and honest one-to-ones with their staff about access</p> | <p>Rachael Fleetwood</p> <p>Line Managers</p> | <p>Ongoing</p> <p>13/03/19 to 08/07/19</p> | <p>Staff who move team/office/desk feel safe and comfortable in their new location.</p> <p>Staff have the adjustments in place</p> | |

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| | office space with a different group of people. | to work and any adjustments that could be made. | | | they require to access their work. | |
| Marriage and/or civil partnership | No specific impacts. | | | | | |
| Pregnancy and/or maternity, including Adoption | <p>Negative Impacts: Staff who are out of the office on maternity leave / adoption leave may feel left out / disconnected from the change process.</p> <p>Pregnant staff and new mothers who experience changes to their job role or office environment may require adjustments and/or risk assessments to be made, as per UWE's Health and Safety Guidance for new and expectant mothers.</p> | <p>Senior Managers and Line Managers will ensure that staff who are out of the office are invited to meetings and included in communications.</p> <p>Where team/department meeting dates are not convenient, staff will be given the option to come in for 1:1s with Senior Managers at times to suit the staff.</p> <p>Regular contact with staff on maternity leave will be maintained by line managers.</p> <p>Line Managers to have open and honest one-to-ones with their staff about access to work and any adjustments that could be made.</p> | <p>Rachael Fleetwood</p> <p>Rachael Fleetwood</p> <p>Line Managers</p> <p>Line Managers</p> | <p>13/03/19 to 08/07/19</p> <p>13/03/19 to 08/07/19</p> <p>13/03/19 to 08/07/19</p> <p>13/03/19 to 08/07/19</p> | <p>Staff on leave are aware of meetings and receive relevant communications.</p> <p>Staff are offered 1:1 meetings with Senior Managers.</p> <p>Staff feel informed and know who to contact with queries.</p> <p>No increase in maternity related sickness absence during the consultation period and staff have the adjustments in place they require to access their work.</p> | |

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| | | Line Managers to familiarise relevant staff with Rooms to Rest and Recover guidance, and locations of nearest facilities for resting, breastfeeding, expressing or storing milk, and baby changing. | Line Managers | 13/03/19 to 08/07/19 | Staff know how to access the facilities they need and use them as necessary. | |
| Race , including ethnicity and citizenship | Negative Impact: Changes to job roles, line management or team may inhibit BME people or white people from different countries other than the UK from being their authentic selves among their colleagues, with respect to their culture. | If a BME person or white person from a country other than the UK has a new manager or team, their outgoing line manager/new manager (as appropriate) should ask whether they would like information about their ethnicity or nationality to be passed on to their new colleagues, and their wishes will be respected in a timely way. | Line Managers | 13/03/19 to 08/07/19 | Staff feel able to be their authentic selves and that their culture is respected. | |
| Religion and/or belief , including those without religion and/or belief | Negative Impacts: Changes to office location may affect staff's access to prayer space at appropriate times. Changes to line management and team may affect arrangements for time off to observe religious festivals. | Line Managers to have open and honest one-to-ones with their staff about access to faith spaces at work and any reasonable adjustments that could be made. Line managers to honour pre-booked leave as far as possible and, as necessary, to renegotiate leave with the whole team to ensure | Line Managers Line Managers | 13/03/19 to 08/07/19 13/03/19 to 08/07/19 | Staff are able to access faith spaces as required. Staff feel their leave requests are treated equitably. | |

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| | | fair access to leave for all at appropriate times. | | | | |
| Sexual orientation | Negative Impacts: Changes to line management or team structure might inhibit LGB+ people from being out to their colleagues. | Senior Managers to re-emphasise UWE's values relating to inclusivity. If an LGB+ person has a new manager or team, they should be asked whether they would like information about their sexual orientation to be passed on to their new colleagues, and their wishes be respected in a timely way. | Rachael Fleetwood Line Managers | Ongoing 13/03/19 to 08/07/19 | Staff who move team/office/desk feel safe and comfortable in their new location. Staff feel respected and in control of information relating to their sexual orientation. | |
| Other specific group (e.g. International or Access) | No specific impacts. | | | | | |

ⁱ A **positive outcome** or impact is where a person or people may experience an advantage or benefit as a result of the proposed change. This includes positive action to overcome a disadvantage, meet different needs or encourage participation. For example, increasing lighting in public spaces of campus, which increases personal safety, particularly for people from protected groups. A **negative outcome** or impact is where a person or people may experience a disadvantage compared with others, or compared with what was previously available, or planned. For example a new bus service is set up to help all students travel between campuses, but no drop kerbs or accessible buses are available. Bear in mind that some negative outcomes may be justified on the basis of a legal requirement or applicable exemption including use of positive action or where the outcome would conflict with other legislation, e.g. Health & Safety. If a negative outcome can not be mitigated due to a legal requirement, identify the legislation and considerations you have considered to reduce the negative impact and/or rationale for the decision.

ⁱⁱ Please note that data may give a partial description of demographic profiles of relevant staff: open and honest team and one to one conversations are recommended to get a full picture of any support needed by teams and individuals during staff changes.

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| 4. Project Manager Next Steps | Delete or complete as appropriate |
| Does this Equality Analysis require consultation of 3 or 6 weeks (chart to help you decide) | 3 weeks 6 weeks |

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| Is further monitoring or engagement required? (in addition to the formal Equality Analysis consultation, e.g. with the Students' Union, Disability Services, relevant staff groups) | | Yes | No |
| What measure / statistic / data will you use to check if the activity has had a positive, negative or neutral outcome? | Staff and Union feedback. | | |
| When will you review this Equality Analysis? | 10/04/19 | <i>Enter date or project stage suitable to the proposal</i> | |

| 5. Equality and Diversity Unit Review | | | |
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| The Equality and Diversity Unit has reviewed this Equality Analysis and is satisfied that it is ready for formal consultation | | | |
| Equality and Diversity Unit representative | Vicky Swinerd | Date | 06/03/2019 |

| 6. Faculty/Service/ Departmental Sign off | |
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| I am satisfied with the results from investigation, consultation and analysis. The progression of this EA will continue to throughout the activity/project and I will ensure that a review is undertaken following the final implementation of the proposal, to assess its actual impact. Any actions or feedback that results as a consequence of ongoing project changes will be monitored and incorporated within the stated processes. Any negative outcomes will be resolved with the appropriate stakeholders identified. | |
| Faculty Dean / Head of Department / Head of Service | William Liew, Chief Financial Officer |
| Faculty / Department / Service | Finance Services |
| Date | 07/03/2019 |

7. So what?
 Consultation and engagement feedback is extremely important in Equality Analysis. Listening to student and staff voices and acting on their feedback mean that activities become fit for purpose for diverse student and staff communities. Complete the "You Said, We Did" table **before and after formal consultation**, and throughout the remaining lifetime of your activity to show the impact of feedback on your activity. The Equality and Diversity Unit will be in touch to gather examples of this feedback to share with equality stakeholders. Please add additional rows to the table as required.

| You said | We did |
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Please forward an electronic copy to the E&D Unit by emailing EqualityandDiversityUnit@uwe.ac.uk

The original signed hard copy and/or electronic copy should be kept with your team for actions, review, and progression of Freedom of Information requests.