

Equality Impact Assessment (1st draft Feb 2010 current revised November 2010 version 0.7)

Equality Relevance High Medium Low

1. Name of the policy or practice?

Faculty Academic Restructure

2. What is the aim, objective or purpose of the policy practice?

The purpose is to create a clear management structure within 4 faculties thus improving the clarity of decision making, and accountability, reducing management cost and better align faculty structures for the future. This will involve

1. Reducing from 5 to 4 new faculties
2. Creation of 4 AD roles in each faculty
3. Removal of all remaining schools
4. Reduction of HoD role – these become permanent full time management roles
5. Creation of head of administration role for each new faculty
6. Develop and appointment of academic leaders for each faculty at grade I and J – J grade being largely faculty director roles and I being subject/programme cluster leader roles at I grade.
7. Undertaking a research review to ensure alignment of research and KE outcomes with UWE and faculty strategy

3. Who is responsible for developing the policy?

VC and, DVCs and AVC Business Change and Innovation

4. Who is responsible for implementing the policy?

Deans supported by AVC change and innovation and change team and DVC Academic Development, Research and Knowledge

5. Who is the policy intended to benefit?

To benefit all UWE students and staff by creating faculty structures which improve clarity and reduce costs – ensure that UWE is ready to face the challenges of the future

6. What is intended to be achieved by the policy?

1. Reduction in cost
2. Reduction in layers of management

- 3. Improved role clarity
- 4. Improved decision making and accountability
- 5. Ensure strategy alignment of research and KE activity across UWE

7. How will you know if this policy has been successful?

Cost targets will be achieved, NSS student results maintained or improved, Staff survey results maintained or improved particularly around role clarity, decision making, manager support and the management of change. E and D profiles of academic leadership population is maintained or improved.

8. Do the following equality groups have different needs, experiences, issues and priorities in relation to the intended outcomes of this policy? Please give information/ evidence to support your answer.

	Yes	No	Not known – Do you need to generate sources of information?
Women, men, transgendered people	<p>X – women are more likely to have caring responsibilities and therefore role changes/redundancy with associated possible changes in working patterns in new roles can be more difficult to accommodated</p> <p>X Transgender could face negative impact due to moving to a new team , having a new line manager, new working environment etc</p>		
Black and minority ethnic groups	<p>X – yes unemployment amongst this community is higher than overall level .</p> <p>There is also under</p>		

	representation in the workforce across the university by particularly at senior management and J level roles		
Disabled people	<p>X – this group are likely to have adjustments made in relation to current roles which will need to be revisited in relation to new roles</p> <p>Need to ensure that disability contact structures are maintained through the restructure</p>		
Younger or older people	<p>X –different needs in relation to training and development for new roles and attitudes towards career aspiration.</p> <p>Less than 10% of this population are part time - over 80% of the part time population are over 50 and 50% are over 60. There is a risk that this population could be non selected for roles by virtue of age.</p>		
People of different religion and beliefs			need to generate information via staff networks
Lesbian, gay and bisexual people			A need to generate information via staff network

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9. Is there potentially adverse impact on the following equality groups as a result of this policy? Please give information/ evidence to support your answer.

	Yes	No	Not known - Do you need to generate sources of information?
Women, men, transgendered people	<p>Yes – some faculties are currently significantly feminised ie SSH 61% female/HLS 64%. Other faculties are under represented by women FET 35.6% female.</p> <p>The research population is under represented by women at both I and J grade with 64% being male and 36% being female. Non research is far better balanced with 50% male /female.</p>		The impact on transgender is unknown and requires consultation
Black and minority ethnic groups	Nearly 10% of I and J grade research roles are filled by BME staff however BME staff are significantly under represented in non research based academic leadership roles with 6% coming from a BME background		
Disabled people	Yes - current roles may have been adjusted to take account of disability and change could be perceived as particularly detrimental .		

	National statistics office 2009 confirms that 18.6% of people of working age have a disability however only 3% of staff at I and J grade state that they are disabled.		
Younger or older people	<p>Younger staff may have less service as such EVSS is less attractive.</p> <p>Older staff could be concerned that they will not be selected for roles as they are perceived as being closer to retirement</p> <p>66% of staff in the I and J ringfence are over 50.</p>		
People of different religion and beliefs			Unknown – insufficient data
Lesbian, gay, bisexual people			Unknown – insufficient data

10. Is the policy designed or does it have the potential to promote equality for particular groups or good relations between groups? If so, how?

Yes – as staff will be placed in ringfences/selection pools there is real opportunity to ensure that E and D profile of the organization is at least maintained and possibly improved

11. Do you need to carry out a formal/informal consultation internally or externally at this stage? Who you need to consult?

Yes with all TUs a, with management groups impacted by change and associated network groups

12. What method or mechanism would be best suited for this consultation?

UCU – Initially informal feedback at the UCU Business Meeting and TU restructure consultation meetings

Network group through the E and D unit

Affected groups through planned communication events and one to ones consultation meetings etc

Information in Octagan for faith group comment (TBC)

13. What action could be taken to mitigate any negative impacts identified or is there an opportunity to take steps to address different needs or promote equality of opportunity more effectively? If yes, please comment and complete action plan.

Ensuring that at upto date EIA is in place for all change related policies

le Job descriptions, grading and job evaluation –Draft 1st August – with TUs for consultation
Donnithorne

Joint working code of conduct – completed Feb 2010 review November 2010

Managing change procedures and redeployment procedures – EIA reviewed may 2010

Recruitment and selection Drafted June 2010 publication September 2010

Voluntary severance and early retirement schemes. Reviewed Sept 2010 and with E and D unit for commentary

Training and development – lasted amended Sept 2010 further consultation planned for 1st
learning and development forum November 2010

Workload Model – drafted Jan 2010 reviewed in JUF subgroup November 2010

Putting in place a career advice and redeployment support service to support all staff but to ensure service is available to vulnerable groups

Briefing Heads of Department in relation to how to manage protected groups during change eg importance of reasonable adjustments, treatment of part time staff etc, removal of retirement age from 2011

Ongoing training of all managers in relation to E and D aspects and EIA development in the management of change.

14. Who will be responsible for monitoring the implementation of the action plan?

AVC change and innovation and change team

15. Please outline how you have revised the policy (if necessary) in the light of the Equality Impact Assessment. If no change is to take place please give reasons.

Included Training for Heads of Department in relation to management of change – this has specifically covered E and D strands
 We will ensure that , as far as possible , alternatives such as EVSS, flexible working etc are as accessible as possible to all groups of staff
 Extra care in development of selection processes and panels to ensure fair process
 Targeted approach to access to EVSS to specifically offer in areas of change impact
 Development of career advice services recognising the difficulties of redeployment for some groups particularly in the current jobmarket
 We will continue to use internal only recruitment to provide maximum opportunity for redeployment for those placed at risk s a result of the change.
 New roles will be filled on a temporary /fixed term basis during the restructuring period again to maximise redeployment for those placed at risk as a result of the change.

16. Please indicate when you think this policy/practice should be reviewed next:

Ongoing review as each level of the restructure is designed and populated

Equality Impact assessment completed by:

Name	Richard O’Doherty
Post title	AVC change and innovation
Faculty / service	Change and innovation
Date	10 th Feb 2010/ 7 th July 2010 /27 th September 2010/14 th October/3 rd November

Please return this form to the Equality and Diversity Unit. The equality and diversity unit will provide feedback and will publish the final document.

Confirmed by the equality and diversity unit:

Name	Andrew McLean
Date	7/12/10

ACTION PLAN – Name of Policy ...Faculty Academic Restructure.....
Service/Faculty.....

Issues	Actions Required	Responsible Person	Resources required	Target date	Success Indicators	What progress has been made?
Information and Data	Review Equality challenge Unit guidance on change	DE/RS		Complete		ECU published guidance July 2010- this EIA has been reviewed against this guidance
Information/Data required	Analysis current E and D breakdown of current I and J ringfence population. Ensure breakdown of research and non research Analysis the E and D breakdown of fractional staff in the impacted group	DE		End September End November		Complete Complete
Information and Data Required	Contact ECU re possible data sources on change	RS		November		

	impact where impact is uncertain or unknown					
Information/data required	Identify any staff in protected groups who will need priority consideration for roles – maternity leave/disabled staff etc within I and J ringfence	JC		End Sept		Complete
		JC		End July		
Consultation	Consult TUs on EIA	DE		Sept - /November		
	Network group EIA consultation	Change Team		November		
	Consult Impacted staff consultation	Deans/HoD		Sept/Oct		
	Investigate possibility of a	HR change team		November		

	<p>Faith group consultation via Well being centre</p> <p>All staff consultation as a result of publication</p>	E and D		November onwards		
Recruitment and selection	Ensure gender balance on academic management and research review panel	Faculties and DVC		Throughout restructure		<p>Panels for I and J management roles and research review being agreed – Deans and DVC have been asked to carefully look at panel constitution</p>
Monitoring and review arrangements	<p>Retain detailed appointments/non appointments and EVSS analysis</p> <p>Look at gender /age and Ethnic origin distribution after completion of academic management and</p>	DE/JC		Ongoing throughout restructure		

	research review outcomes have been confirmed					
Publication	Publicise version 0.4 of EIA for wider consultation comment	E and D unit		November	Document is published	
Other actions	Check all relevant change related HR policy has an up to date EIA	E and D unit		July for Audit Amended EIAs where required end 2010	All related EIAs as listed are published by year end	Complete
	Training for Heads of Department on management of change and need for focus on E and D impacted groups	HR change team		September		Complete
	Careful panel development of all I and J roles	HR Change team		November 2010	No complaints re panel bias based on E and D strand	

	Develop a careers advice service for access by all staff impacted by change	HR Change team		Complete being reviewed through regular meetings	Level of usage and feedback from Users	
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Please return form to the Equality and Diversity Manager