

Equality analysis form

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

Library Services Staffing Review

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

The library have undertaken a review of their structure to ensure it is fit for purpose for the future delivery of the service (aligned to the UWE strategy) and to achieve the University's required staff savings.

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

n/a

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

Cathy Rex, Head of Library Services, Jackie Chelin and Jason Briddon, Deputy Librarians

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

The new proposed structure will aim to reflect the priorities in the developing UWE Strategy to 2020. It is focussed on the following and will largely be measured through the Library's existing feedback mechanisms, including Departmental Meetings, SRSFs, AQEC, SES, NSS, LibQual:

- supporting learning and teaching and the student experience, with a view to at least maintaining the 86% NSS score
- recognising the increasing importance of TEL and allocating resource to ensure this work can be appropriately supported by library staff meaning that those students not able to easily access the campuses can have a more equal experience – use of the e-enquiries service, e-resources and e-learning objects will continue to be monitored for trends
- ensuring easy access to the information resources required, taking into account comments on the NSS and other surveys, and reviewing/comparing them in future years
- supporting a physical and virtual learning environment as students have an ongoing need for both, as indicated in annual surveys that can be closely scrutinised
- legal compliance, e.g. in relation to managing licences for electronic resources needed by partner organisations and advising the university when further resource is required
- delivering a cultural change within LS that takes account of a changing student body, different working and IT practices
- recognising and accommodating a shift from managing print collections to an e-

environment, building on changes already in progress

- continuing to streamline and align processes, exploiting technology where relevant and possible, to be both efficient and effective in business operations, including to continuing to centralise functions, make better use of suppliers and generally to increase productivity and thereby enhance staff satisfaction
- accommodating changes to relative faculty sizes, through a structure that can be flexible, but with a capacity to gather evidence to support any requests that would need to be made if major changes impact more fundamentally
- aligning and refocusing particular tasks, e.g. promotion of services and facilities to students and staff, that will be measured through future take up/awareness
- recognising an increased mediation and learning support role where technology offers fast changing opportunities and the written word is enriched by media.

In more specific terms the staffing review will:

- allow for a distinction between front line and “back office” activities in order to reduce complexity and ensure greater job satisfaction – the success of this will be measured through internal feedback, future recruitment and UWE staff survey
- optimise expertise and resource by aligning similar tasks within the same team, e.g. digitisation of texts for academic staff reading lists and to produce documents in alternative formats for students
- standardise procedures and rotas for front line services that will improve cover available at the smaller campuses – this will be monitored through recording of requests for cover and in improved ability for staff at smaller campuses to attend meetings, staff development events, etc.
- facilitate, through the above, better access to staff training and development events improving the staff experience of supporting students and their ability to manage tasks
- clarify staff roles so that expectations and objectives are prioritised and supported – this will be monitored through monthly updates with managers and PDRs.

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.

Please note that the statistics mentioned below, relating to people with protected characteristics, are derived from the biennial staff survey/census which takes place at UWE. This means that the statistics are indicative/speculative rather than absolute.

	Yes (possible)	No	Not known
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Women and men	<p>Possible adverse effect on part time and maternity leavers in seeking redeployment opportunities and there are fewer part time roles available in the wider job market.</p> <p>Women comprise 73% of Library staff which means that a % cut disproportionately affects women.</p> <p>Smaller staff base and working arrangements to cover front line services may have possible adverse impact on those with caring responsibilities.</p>	<p>In order to achieve a better gender mix, without devaluing female library staff, future vacancies may provide opportunities for positive action¹ in recruitment.</p>	
Trans people			<p>There is no current data held on trans people in the impacted areas. However, all staff will be supported if they encounter new working environments as a result of the restructure.</p>
Black and minority ethnic groups	<p>The consequence of limiting front line help desk work to certain staff whilst others, in a more technical team, take second line enquiries via email, telephone, etc, could impact the proportion of BME staff to which students are exposed.</p>	<p>Fewer than 3% of library staff are from BME backgrounds whereas 17% of students are BME.</p> <p>Future vacancies may provide opportunities for positive action recruitment to increase under representation in this group and particularly under representation on front of house services.</p>	

¹ 'Positive action' means the steps that an employer can take to encourage people from groups with different needs or with a past track record of disadvantage or low participation to apply for jobs. An example of when an employer might decide to take positive action is if they find that the make up of their workforce is different from the make up of their local population, so they decide to encourage people who share particular under-represented protected characteristics to apply for vacancies. This is not the same as 'positive discrimination' or 'affirmative action' which equality law does not allow.

Disabled people	A smaller staff base and different working arrangements to cover front line services (e.g. at least 50% of time spent on help desk) may have an adverse impact on disabled staff. Reasonable adjustment requirements will be taken into consideration.	Less than 9% of library staff are reported to be disabled.	
Younger or older people	Older staff tend to find it more difficult to secure alternative employment at an equivalent level. EVS options are more attractive to older staff due to likely longer service; however pension release costs for the 55-60 categories can prevent this being a viable option for the University.	Over 50% of staff are aged 45 and over, with 32% of library staff over 55. Three% of staff are under 24. The average UWE staff age is 47. Consideration of graduate training schemes to provide opportunities might help to reach a situation where the library staff would more closely reflect the wider Bristol population.	
People of different religion and beliefs	Smaller staff base and working arrangements to cover front line services may impact adversely on religious observance for staff, e.g. having to work 50% of the time on a help desk which means that consideration and respect should be given when developing rotas.	36% fall into the category Christian, with no faith at 34% and not known at 21%.	
Lesbian, gay, bisexual people	In securing a new role working with a new set of colleagues, line manager or locating to a new site may have an impact on LGB staff who may or may not be "out" in relation to current team	70% of library staff are reported as heterosexual / straight. The percentage of staff confirming that they are gay, lesbian or bisexual is around 5% E&D training is compulsory for all library staff with a	

		view to ensuring inclusive and responsive practice	
Marriage and civil partnership		There is no reason for the Library to treat those in a civil partnership differently from any other marital status (we do not actively seek information about anyone's marital status).	
Pregnancy and maternity	It may be more difficult to secure redeployment and as such priority for redeployment must be given to those on maternity / paternity leave.	The members of library staff on maternity leave during the restructuring process will have prior consideration in any redeployment situation.	

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

Given the sensitivity of this topic to date only the library senior management team were engaged in development of business case and EA.

Consultation with TU equality representatives took place during April/May 2013.

Further consultation with impacted staff took place during May/June as part of the formal consultation of the business case for change.

Feedback from the above has prompted further discussion with the University's E&D Manager and as a consequence this document has been amended.

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).

We have been providing support for all staff during the implementation of the new structure. All staff have regular team meetings and one to ones with line managers. Communication reps have been identified as "critical friends" to feedback on each planned communication piece.

Feedback mechanisms are in place through various media.

The Library aimed to "slot and match" as many staff as possible in order to reduce levels of uncertainty and anxiety among staff. The staff at St Matthias campus are being slotted into roles at Frenchay where many of the programmes/subjects/staff with which they are familiar are being transferred and therefore where their expertise and experience will fit.

Managers (Grade G and above) have attended a managing change training session to help equip them with the skills and knowledge of the University procedures.

Managers (Grade G and above) attended a pre-briefing session.

All library staff are expected to undertake equality and diversity training. This is monitored.

EVS was offered to targeted groups where posts are reducing.
Careers advice through EAP or professional plus service was provided to impacted staff
Redeployment support is being provided
Time is being provided to attend interviews, with How to get the job you want scheduled at appropriate times.
Attention is being given to ensuring that reasonable adjustments/health and safety considerations are addressed in new posts/work areas.
Positive action will be considered for recruiting under represented groups to vacancies that may arise as a result of restructure or within the subsequent 2-3 year period due to natural wastage. This might include a graduate training scheme.
Consideration will be given to providing staff photos on a picture board to demonstrate the profile of library staffing.

9. Please indicate the level of equality relevance:

High X

Medium

Low

10. Equality analysis completed by:

Name	Andrea Barnes (on behalf of Library Services)
Post title	HR Business Partner
Faculty / service	
Date	March 2013 Updated September 2013 Updated August 2014

Please return this form to the Equality and Diversity Unit for feedback and publication.

Equality analysis - action plan (Draft)

Appendix 1

Name of activity: Library Services Review

Plan completed by:

Service / faculty: Library Services

Issues	Actions required	Responsible Person	Resources required	Target date	Success Indicators	What progress has been made?
Information/data required	Financial targets to be confirmed through Budget meetings in March.	Cathy Rex				Confirmed
Consultation	<p>Consultation on business case and EA required as part of formal consultation</p> <p>Ensure that staff mat leave /long term sick receive communications</p> <p>Ensure adjustments are made to timing and nature of communications to ensure that they are accessible to all</p>	<p>Andrea Barnes</p> <p>Line managers and HRBPs</p> <p>Line managers and HRBPs</p>		<p>March/April 2013</p> <p>From March on-going</p> <p>From March and ongoing</p>		<p>Business case accepted.</p> <p>Equality Analysis re-vised.</p> <p>Done</p>
Monitoring and review arrangements	Reviewed as part of SMT – fortnightly meetings	Cathy Rex		From April 2013 and ongoing		No further comments received through

	Monitor numbers of staff securing roles in new structure, take up on EVS, redeployment opportunities available /posts secured.	Andrea Barnes				anonymous feedback mechanism since June 2013. Staff are requested to continually feed back their experiences during team meetings, one to ones, etc.
Publication	After formal consultation	E and D unit		End April 2013		
Other actions	<p>Communication plan agreed</p> <p>Put careers support in place</p> <p>Identify redeployment opportunities</p> <p>Check panel composition for redeployment interviews</p> <p>Ensure that managers of disabled staff impacted by these proposals take time to consider the impact in relation to reasonable</p>	<p>Jackie Chelin (Debra Young)</p> <p>Andrea Barnes</p> <p>Andrea Barnes and resourcing team</p> <p>Line manager and resourcing team.</p> <p>Line managers / SMT</p>		Dependent on final decisions made including timescales agreed		<p>Regular updates in Library News but decided against a formal announcement to all UWE staff owing to scaled down nature of the changes since start of process.</p> <p>How to get the job you want was run 3 times at a convenient time for library staff before vacancies were advertised.</p>

	<p>adjustments</p> <p>Impact on new structure will need to be evaluated through team meetings, library-wide meetings and through communication group.</p> <p>Pursue requests for feedback on library from NSS and SES to be linked to students with protected characteristics</p>	<p>SMT / Line managers</p> <p>Jackie</p>				
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Please return form to the Equality and Diversity Unit