

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)

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

2. 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.

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-disciplinary which will aid collaboration and break down the current silos. There is also a need to redress the balance which is too heavily 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 resource projects internally as resource has to be drawn from across disparate teams resulting in a fragmented 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.

3. 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.

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.

During this restructure we are not expecting to have any

- Compulsory redundancies.
- Changing staff shift patterns, FTEs or working hours.
- Changing physical working environments (in the short, or longer term, as we return to campus), or new virtual working environment.
- Changes to lone working and working hours.

Dec 2020 update:

Need to consider the potential impact of COVID on all staff in particular some of the more vulnerable staff within equality groups such as BAME or male employees >50 who have been identified at greater risk of Covid19

Measures in place include the COVID secure working environment

As with the current guidance, staff are working from home where possible and appropriate, for the purposes of consultation process we will offer the opportunity for 1:1's on site if the employee feels that they would prefer a more sensitive conversation to be held in person but the option to remain remote if not.

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. However it is envisaged that any such arrangements would be reviewed and similar arrangements implement with any new team or line management arrangements. All staff will have the opportunity to discuss individual concerns 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, Bisexual and Trans people

LGBT people can experience negative impact in moving to a new team or having a new line manager. Staff will be able to discuss needs and concerns during 121's with line managers. All managers have undertaken EDI 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. However managers will be supportive and aware of individual needs which will be discussed during 121 meetings.

Marriage and Civil Partnership

No envisaged impact

4. 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	Chris Abbott
Faculty / service	Estates/Facilities
Date	29/01/2021

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)

Phase 2 Estates Restructure

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

With the onset of Facilities and Estates 'Best Value Vision' 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 management structure within Estates to support the delivery of long-term objectives. Following the appointment of the senior management team a full review of the rest of the department structure is being carried out.

The intention of the Director of Estates and Facilities 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-disciplinary which will aid collaboration and break down the current silos. There is also a need to redress the balance which is too heavily skewed toward project delivery with a lack of focus on maintenance management.

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

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 departments 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?

Nigel Cooper and Alistair Brooke will be taking forward as Asst Directors of Estates / Chris Abbot has overarching responsibility

The HR Business Partner is Angela Hall Meza

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

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
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. 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 implement with any new team or line management arrangements	

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. 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	

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

Advice meeting with EDI team prior to completing EA. EA will be available to 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).

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.

HR will run a change workshop which staff will be able to attend so that they can fully understand the process and ask questions, as well as encouraging staff to use the consultation process to give feedback either directly or anonymously via HR or the Union Rep.

The HR business partner and HR Adviser will also have 'drop in sessions' available for staff to attend.

Unison rep David Pomroy will be hosting constituency meetings for staff to attend

Where roles are changing, and in a few cases the grades will be potentially going up one grade – there will be a development plan put in place to support the individuals with the move.

9. Please indicate the level of equality relevance:

High

Medium

Low

10. **Equality analysis sign off:**

Faculty Dean or Head of Service	Chris Abbott
Faculty / service	Estates/Facilities
Date	29/01/2021

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: Chris Abbott

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 unions	DOE plus AD's with support from HRBP	HR Support, Estates Comms Officer support	October 2018	Completed.	Staff consultation to commence Jan 2020
	Communications plan to be produced	DOE and Estates Communications Officer		End June 2018		Comms plan shared with staff
Monitoring and review arrangements	Feedback from staff and unions. Feedback from staff 121's to be	DOE plus AD's	Union resource	Ongoing	Positive feedback and results	Ongoing

	reviewed by Estates Executive Team.					
Publication						
Other actions	All managers to receive E&D training	DOE plus AD's	Training Department	Ongoing	All current managers have received training	New managers under restructure may require E&D training.
Updated: Dec 2020	<p>The restructure was put on hold due to Simon MacSorley's departure and then the knock on effect of COVID19</p> <p>Action: SMT to review the EA and update where necessary</p>	Alistair and Nigel				

Please return form to the Equality and Diversity Unit