



## Equality Impact Assessment Template

Before carrying out EqIA, you should familiarise yourself with the University's EqIA Policy Statement and Guidance and Checklist Notes, and undertake our online training on Equality and Diversity and EqIA. These, along with further information and resources, are available at [www.ed.ac.uk/schools-departments/equality-diversity/impact-assessment](http://www.ed.ac.uk/schools-departments/equality-diversity/impact-assessment)

EqIA covers policies, provisions, criteria, functions, practices and activities, including decisions and the delivery of services, but will be referred to as 'policy/practice' hereinafter.

### A. Policy/Practice (name or brief description):

This EqIA covers the recommendations outlined in the Finance Transformation Programme (FTP) Target Operating Model Blueprint. A summary of the recommendations is provided at appendix 1.

### B. Reason for Equality Impact Assessment (Mark yes against the applicable reason):

- Proposed new policy/practice - YES
- Proposed change to an existing policy/practice - YES
- Undertaking a review of an existing policy/practice - YES
- Other (please state):

### C. Person responsible for the policy area or practice:

Name: Lee Hamill

Job title: Programme Sponsor

School/service/unit: Finance Transformation Programme

### D. An Impact Assessment should be carried out if any of the following apply to the policy/practice, if it:

- affects primary or high level functions of the University YES
- is relevant to the promotion of equality (in terms of the Public Sector Equality Duty 'needs' as set out in the Policy and Guidance)? YES
- It is one which interested parties could reasonably expect the University to have carried out an EqIA? YES

### E. Equality Groups

Groups who will be impacted by the proposed changes to the Finance operating model are:

## **Service Providers**

- Employees within University Finance Services
- Employees within College/Support Group devolved Finance teams
- Employees who undertake finance activity in schools and departments across the University who may move in the new Finance structure.

## **Service Users**

- UoE employees and workers
- UoE students
- Third parties, e.g. suppliers, customers, collaborators

## **To which equality groups is the policy/practice relevant and why? (add notes against the following applicable equality group/s)**

- **Age**  
University Policy and SEP People Principles will be consistently applied to the management of any change to roles or job content, including any measures surrounding redundancy avoidance (e.g. redeployment or pay protection) regardless of age.
- **Disability**  
Consideration needs to be given to any changes in staff working locations to avoid negatively impacting any staff with a disability or with specific workstation adjustment needs. Reasonable adjustments will be put in place as required.

Staff training on the new system, processes and policy will be conducted in accessible venues and materials provided in accessible formats as required.

End users will be expected to update systems directly; users within the disability equality group may require systems to be accessible (in terms of WCAG 2.0 guidelines) and compatible with assistive technology. If a disabled end user was unable to use the system and we were unable to rectify this we would put in place reasonable adjustments for updating systems, e.g. paper submission and proxy data entry. Users will access Finance Services directly on-line through the new core system or by phone, email or in person if needed and guidance will be provided in accessible format if required.

- **Race (including ethnicity and nationality)**  
No concerns raised.
- **Religion or belief**  
No concerns raised.
- **Sex**  
University Policy and SEP People Principles will be consistently applied to the management of any change to roles or job content, including any measures surrounding redundancy avoidance (e.g. redeployment or pay protection) to ensure these are applied fairly and equitably, and that they do not compromise the ability of employees to work to their optimal potential. Consideration will be paid to any personal circumstances (for example caring responsibilities), and opportunities for flexible working will be managed in line with existing University Policy and guidance.

- Sexual orientation  
No concerns raised.
- Gender reassignment  
No specific concerns.
- Pregnancy and maternity  
The management of change, specifically the management of any employees placed at risk of redundancy as a result of the proposed change, will ensure that employment legislation and University Policy is adhered to in relation to the treatment of employees on maternity leave, ensuring effective communication with employees on maternity leave throughout the change process.
- Marriage or civil partnership<sup>1</sup>  
No concerns raised.

Add notes against the following applicable statements:

- **On any available information about the needs of relevant equality groups:**

The Finance Target Operating Model has been developed following consultation with 147 stakeholders, including members of equality groups, from across the University through process and people workshops and one to one meetings. Stakeholders were invited to review workshop outputs and provide feedback to FTP through the Wiki, by email or in person. No feedback was provided or concerns raised about specific needs of any of any equality groups.

- **Any gaps in evidence/insufficient information to properly assess the processes, and how this be will be addressed:**

At this stage we feel we have sufficient evidence to proceed, however, further equality impact screening and assessment will be carried out as required on a project by project basis during the implementation stage.

- **If application of this policy/practice leads to discrimination (direct or indirect), harassment, victimisation, less favourable treatment for particular equality groups:**

We do not envisage that changes to the Finance Operating Model will lead to any form of prohibited conduct. The change process will be transparent, and undertaken in line with University Policy and SEP People Principles, with any issues that arise considered and acted upon accordingly.

- **If the policy/practice contributes to advancing equality of opportunity<sup>2</sup>**

The new Finance structure will provide consistent leadership for all employees undertaking Finance activity, through alignment of accountability of all employees to the Director of Finance. This will allow consistent, fair and equitable treatment of employees, and provides scope for employees not currently part of the professional Finance Community the same access to opportunities for career and skills development as those currently in the University Finance Department.

<sup>1</sup> Note: only the duty to eliminate discrimination applies to marriage and civil partnership. There is no need to have regard to advancing equality or opportunity or fostering good relations in this respect.

<sup>2</sup>

This question does not apply to the protected characteristic of marriage or civil partnership

- **If there is an opportunity in applying this policy/practice to foster good relations:**

It is hoped that consideration of equality and diversity during development of the FTP Target Operating Model will raise awareness and profile of such issues and demonstrate the University's commitment to equality and diversity.

- **If the policy/practice create any barriers for any other groups?**

We do not envisage that this will create any barriers for any groups.

- **How the communication of the policy/practice is made accessible to all groups, if relevant?**

There will be a communication plan developed as part of the FTP implementation plan. This will include communication around changes to the Finance Operating Model, processes and policies and where to access help. This will include transparent and clear guidance, available digitally and through managers (via SEP communication cascade tools) and in alternative/accessible formats where required.

- **How equality groups or communities are involved in the development, review and/or monitoring of the policy or practice?**

The Finance Target Operating Model has been developed following consultation with 147 stakeholders, including members of equality groups, from across the University through process and people workshops and one to one meetings. Stakeholders were invited to review workshop outputs and provide feedback to FTP through the Wiki, by email or in person. No feedback was provided or concerns raised about specific needs of any of the equality groups.

Stakeholders will continue to be consulted during the implementation phase and any equality or diversity issues raised will be addressed appropriately. The University has a commitment to working in partnership with the joint unions and they will be consulted throughout the implementation period.

- **Any potential or actual impact of applying the policy or practice, with regard to the need to eliminate discrimination, advance equality and promote good relations:**

We do not envisage any impact from applying the proposed Operating Model other than the issues discussed above.

## **F. Equality Impact Assessment Outcome**

Select one of the four options below to indicate how the development/review of the policy/practice will be progressed and state the rationale for the decision

**Option 1:** No change required – the assessment is that the policy/practice is/will be robust.

~~**Option 2:** Adjust the policy or practice – this involves taking steps to remove any barriers, to better advance equality and/or to foster good relations.~~

~~**Option 3:** Continue the policy or practice despite the potential for adverse impact, and which can be mitigated/or justified~~

~~**Option 4:** Stop the policy or practice as there are adverse effects cannot be prevented/mitigated/or justified.~~

### **G. Action and Monitoring**

1. Specify the actions required for implementing findings of this EqIA and how the policy or practice will be monitored in relation to its equality impact (or note where this is specified above).

The EQIA will be presented as part of the Business Case to the FTP and SEP boards for approval. After which the implementation plan will include a regular review of the EqIA to ensure the impact of the Operating Model changes is as set out.

2. When will the policy/practice next be reviewed?

There will be review milestones built into the implementation plan and/or if any feedback is received in relation to the protected characteristics.

### **H. Publication of EqIA**

Can this EqIA be published in full, now? Yes/~~No~~

If No – please specify when it may be published or indicate restrictions that apply:

### **I. Sign-off**

EqIA undertaken by (name(s) and job title(s)): Susan Mulhearn, Service Excellence Partner

Accepted by (name): Lee Hamill, Programme Sponsor

[This will normally be the person responsible for the policy/practice named above. If not, specify job-title/role.]

Date: 18 September 2018

Retain a copy of this form for your own records and send a copy to [equalitydiversity@ed.ac.uk](mailto:equalitydiversity@ed.ac.uk)

**Summary of the recommendations outlined in the Finance Transformation Programme (FTP) Target Operating Model Blueprint**

- College and Support Group Heads of Finance will continue to be a key part of, and be accountable to, the College/Support Group leadership team with a priority to support the delivery of College/Support Group strategy and operational priorities as determined by that leadership team. They will also hold dual accountability to the Director of Finance for the professional application of Finance principles.
- Finance Advisory Service/Partnering Teams - will be co-located with their College/Support Group and provide local presence for managers and staff.
- Finance Specialist Services - creation (and in some areas re-investment cases will be developed) of a range of specialist services which will primarily be delivered to Finance colleagues and senior managers. Predominately based in one location but where there's a recognised need the Finance teams will deliver services locally.
- Finance Transactional Services - will be delivered to Colleges, Support Groups, Schools and Units by Finance teams predominately based in one location but where there's a recognised need the Finance teams will deliver services locally.
- Creation and clarity of roles, responsibilities and accountabilities across the Finance Community through standardised job descriptions. Opportunities for professional growth and succession planning.
- Access to Finance Services - end users will be empowered to access and update systems directly. Finance Transactional Services will be accessed directly by users on-line through the new core system; by phone or in person if needed. Advisory services will be accessed via email, by phone or in person if there is a recognised need.
- Service Delivery - Finance services will be delivered to agreed levels of customer service with clear feedback and continuous improvement commitment. There will be a clear escalation route if services are not delivered to appropriate standards or in appropriate timescales.
- Finance services will be supported by a single, central system designed to workflow all key activities and facilitate data capture and reporting. Automated processes and calculations will facilitate/replace some activities. Where there is a local need to keep a customized system, this will be interfaced.
- Changes in Core Systems and service delivery model require development of consistent training materials and a training program in place. Access to digital files in a single location will improve speed of access to information while controlling security, privacy and compliance.

- Processes will be simplified and standardised where possible and delivered predominantly by a single, central team. Information about proposed changes to processes is available on the [FTP Wiki](#).
- Policy and guidelines will be reviewed for each service to support the proposed changes with input from all areas as required. A specialist team will be responsible for the creation and maintenance of financial policies and giving consistent guidance and clarity on accountability and responsibility for the delivery of, and adherence to, each policy.
- Creation of consistent templates and standard finance reports and documents to be used across the University, including policy, contracts and reporting; considering and agreeing specific needs when required.