



THE UNIVERSITY *of* EDINBURGH

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

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): Procurement Service Project (FTP012) to implement changes as recommended within the Finance Transformation Programme Target Operating Model.

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: George Sked

Job title: Joint Director of Procurement

School/service/unit: Finance

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/procurement 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, 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

No concerns raised.

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 opportunity²

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.

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.

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 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 opportunity¹**

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

1

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

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.

- **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 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.

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 project initiation document 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: **Kirsty Hughes, Senior Service Excellence Partner**

Accepted by (name): **George Sked**



Date: **8.5.19.**

Retain a copy of this form for your own records and send a copy to equalitydiversity@ed.ac.uk