

**NHS Education for Scotland  
Equality Impact Assessment  
Planning Document**

**Title of function, policy, programme: Finance Transformation Project**

**Name of person completing this document: Marisa Wedderspoon**

**Date document completed: 5<sup>th</sup> March 2015**

**1. Define the function?**

The purpose of this EQIA is to look at the organisational changes underway within the Finance function across NES to ensure fairness and equity, and to ensure employees are well informed, supported, treated sensitively and not discriminated against. This organisational change is the result of the Finance and Corporate Resources Vision which was approved by the Executive Team in 2011. The Finance Transformation project aims to realign the different elements of the finance function throughout NES to best support delivery of strategic outcomes.

Currently, there is a central finance team, regional finance teams and individual posts throughout NES with some involvement in finance activity. There is no real cohesion across these different elements which the project wishes to address. The aim is to create a centrally managed internal shared service team to deal with all transactional reporting which will allow resource to be reallocated towards more strategic/value add activity, providing an improved and more equitable service to the rest of NES. The organisational structure will be updated to reflect the transformation, with teams and roles being redefined, but various opportunities for development and career progression will be built into the design.

The current team consists of 22 wte, and an additional 13 wte of finance activity currently carried out within the business areas has been identified to move to the new centrally managed team. The new centrally managed team will consist of 31 wte, 5 wte of which will be fixed-term.

In addition, financial processes and procedures will be reviewed and enhanced in partnership with the current finance team and business users to ensure a consistent, efficient delivery of financial services in the future state.

A project team, consisting of the NES staff listed below, have been engaged in the transformation project and working with the Senior Finance Team since October 2013.

**Project Team**

- Suzanne Graham, Performance Improvement Lead
- Liz Baron, Project Manager
- Marisa Wedderspoon, Project Manager
- Dawn Blair, Project Administrator

- Priya Chaimberlain, HR Business Partner

#### Senior Finance Team

- Audrey McColl
- Janice Sinclair
- Margaret McEwan
- Corinne Wilson
- Duncan Keith

## **2. Evidence used to inform assessment**

- NES Workforce data (*December 2014*). *This data set includes the full range of protected characteristics. We carried out a disaggregated analysis to identify the demographic characteristics of the pool of staff affected by the change.*
- NES Organisational Change Policy and Procedures. This has previously be subject to an equality impact assessment which has informed our work.
- Capacity Review Exercise (*carried out from October to November 2013*)
- Development of measurement plan and collection of baseline data (*including interviews with Directors and senior staff*)
- A programme of facilitated workshops with staff to understand the current state and develop the future state

## **3. Results from analysis of evidence and engagement**

The capacity review exercise revealed 181 staff members carry out some finance activities. Of those staff, 25 permanent members of staff (at time of review) spent 30% or more of their time carrying out activities that would be performed in the new finance operating model. Following the NES Organisational Change Policy and Procedures, a total of 31 staff members (including non-permanent) are considered to be impacted by the transformation, in terms of how their jobs may change. 'Current state' NES workforce data has been gathered and analysed, providing a summary baseline from which to measure any impacts of the transformation on those 31 staff members.

Through analysis of all the evidence, potential issues were identified in relation to:

- Number of posts in the new structure, and any implications for career progression
- Managing engagement with part-time staff, and ensuring opportunities are provided in the new structure (could indirectly have a negative impact on gender)

- Those on permanent and fixed-term contracts, ensuring both receive positive support with regards to opportunities
- Ensuring no discrimination and equality of opportunity in relation to age, gender, disability and/or ethnicity (*data does not identify any staff as having a disability*)
- Employees on maternity or paternity leave, ensuring they are treated in the same manner as those in the working environment (could impact on gender)
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- Location of staff, ensuring no one would be disadvantaged from applying for new posts due to locality (literature suggests this could impact on carers, women with children, and those with a disability, with the need to travel being a barrier)
- Level of support/interview training available to staff wishing to apply for a post, ensuring the needs of all staff are considered (past studies have suggested age, disability and gender characteristics could be negatively impacted)
- A requirement for training when in post, ensuring all training needs are captured and catered for
- Individuals on long-term sick, ensuring appropriate level of support is provided, and same opportunities are made available (*data does not identify any staff as being on long-term sick*)

The Finance Transformation has chosen to be an early implementer of the new Harmonised Job Descriptions prepared by HR on behalf of NES. These job descriptions are designed to complement the NHS National Profiles which are available to view on .

<http://www.nhsemployers.org/your-workforce/pay-and-reward/pay/job-evaluation/national-job-profiles>

The objective of harmonised job descriptions is to standardise, simplify and enhance transparency, consistency and equality across NES. Following implementation analysis will seek to address the continuing objective of mitigating any risk of unequal pay for men and women.

#### 4. Actions taken or planned in response to issues identified in the analysis

Issue identified	Action(s) in response to issue	Responsibility	Timescale (indicate whether actions have already been completed, or provide timescale for carrying out the action)	Resources required	What is the expected outcome?
Number of posts in new structure, including opportunities for all impacted staff, including non-permanent staff	<ul style="list-style-type: none"> <li>▪ The new organisation structure is designed to ensure consideration is given to different working patterns, locations, and to ensure opportunities for career progression</li> <li>▪ Opportunities will be provided to non-permanent staff during the second round of recruitment</li> </ul>	Deputy Director of Finance	Ongoing	N/A	Equal opportunities will be provided for all staff wishing to seek a post in the new structure, in line with HR Policy.
Part-time workers	Meetings are scheduled at flexible times, in line with working patterns, to ensure maximum involvement. Information is made available on intranet as a follow-up. All Directorates were asked to put forward nominees to be part of the Finance	Deputy Director of Finance	Recruitment is anticipated to take place between March and October	N/A	The communication needs of all staff are taken into account, and no one is disadvantaged in any way. All individuals impacted will be separately informed and consulted around the specific changes which affect their roles.

	Transformation Team (FTT) and Comms Sub Group, to ensure good two-way communication.				
Staff on maternity leave	These employees have been identified and the Project team have been liaising with HR and relevant line managers to ensure staff on maternity leave are kept informed of the project, and separately informed and consulted around the specific changes which affect their roles. One to Ones were offered at flexible times and locations, in order to accommodate the differing schedules.	Line managers of staff on maternity leave	Ongoing	N/A	Staff on maternity leave are kept fully informed and are not disadvantaged in anyway.
Location	Although the future state structure will be centrally managed, there is no requirement to be located in a specific office. This will mitigate the risk of impact in relation to gender and disability.	Deputy Director of Finance	Ongoing	N/A	Applications from all locations will be considered for all posts, and a choice of base location will be offered
Interview	The project team are	FT Project	Within the	HR OD	"Application & Interview

preparation	engaged with HR OD department to ensure appropriate levels of application, assessment and interview support are made available to all impacted.	Team & HR OD Team	timescale that best supports the recruitment period	Team	Techniques” workshops, with follow-up 1:1 sessions (by request) will be delivered by HR OD Team within an agreed timeframe that will best support the timescales of the recruitment period.
Training	It is recognised that members of staff may need additional training and this will be planned based on the requirements of the individual in the new posts. The training should be designed and delivered in line with the principles set out in the NES Inclusive Education & Learning policy.	Deputy Director of Finance	When individuals are in post	Trainers	A training schedule will be factored into implementation plan. This will cover the need for any generic training, and also any individual requirements.
Changes to Financial Processes & Procedures	Accessibility of financial services to NES’s staff needs to be ensured, as does the delivery of service to suppliers, e.g. those awaiting payment	Deputy Director of Finance	During transition & in the future state	N/A	There will be no disruption to the delivery of financial services to NES Staff or Suppliers

## **5. Risk Management**

Mitigation of the risks of discriminating against the identified protected characteristics is addressed through the actions in 4 above. National pay protection arrangements may lead to equal pay differences which cannot be locally risk managed as these are covered by national contractual terms and conditions. In the case of any instances where people are matched into lower grade posts, pay will be protected.

The use of harmonised job descriptions to standardise, simplify and enhance transparency, consistency and equality across NES will seek to mitigate any risk of unequal pay for men and women.

## **6. Consideration of Alternatives and Implementation**

n/a

## **7. Monitoring and Review**

This change programme will be monitored in partnership with HR, Staffside, and any impacted Directorate, along with all other change programmes across NES. This is to ensure that the organisational change has been managed fairly, and analysis of the outcome with regards to protected characteristics will include, but not be restricted to, the following:

- Impact of age, gender, ethnicity and location in relation to securing a post in the new structure
- Staff securing posts at same/higher/lower band (including number of matches)
- Split between full-time and part-time posts
- Posts secured by those currently on fixed-term contracts
- Characteristics of staff placed on redeployment register
- Complaints or grievances arising from the process
- Training provided, or mechanisms put in place, to ensure equal opportunities for all staff during assessment period
- Training provided, or mechanisms put in place, to ensure non-bias of assessors

The summary baseline data will be used to inform this analysis.

Further analysis may be required to test the outcome with regards to the harmonised job descriptions, but it is expected this will occur as part of the HR Transformation project.

**Audrey McColl – Interim Director of Finance**

*Current as of 16/06/15*

**Caroline Lamb – Interim Chief Executive**

*Current as of 16/06/15*