

GMC EQUALITY IMPACT ASSESSMENT

Proposal being assessed: Proposed Decision to Merge

The proposed decision to merge Glasgow College of Nautical Studies, Glasgow Metropolitan College and Central College

Assessed by: Senior Management Team/Graeme Brewster

Date of Assessment: 14/05/10

Step 1: Outline Proposal

State background to proposal Please read attached introductory statement and summary attached (Introduction to Initial Equality Impact Assessment [EQIA] as a Proposed Decision to Merge)

Central College Glasgow, Glasgow College of Nautical Studies and Glasgow Metropolitan College are proposing to merge to form a new college in the city centre to be called City of Glasgow College. The new college, which could be formed in August 2010, would also work towards building a new super-campus on Cathedral Street and River side. These developments would bring huge benefits for both students and staff whilst also contributing to the economic prosperity of Glasgow and the West of Scotland.

Glasgow Metropolitan's College's Equalities Statement explains that:

"We shall positively promote diversity and equality of opportunity. We shall respond to the needs of our students and employees irrespective of age, disability, gender, race, religion or belief and sexual orientation."

As part of our statutory responsibilities under equalities legislation, we are required to assess the impact of the decision to merge on specific groups within our staff and student population. Every college has a legal duty to examine the potential positive and negative impacts, intended or unintended of decisions and of how it operates and seek out ways to ensure it is using all the opportunities available to it to improve life for everyone.

An equality impact assessment investigates the possibility that a college's functions, policies and practices could affect some people unfavourably, and looks at ways of addressing this. In addition, it enables the college to identify and action areas to actively promote equality.

Whilst we are only legally required to examine the impact on disability, gender and race we are committed to meeting the diverse needs of all learners. As such, we are also interested in hearing your views in relation to: age; marriage, or civil partnership; pregnancy, or maternity; religion or belief; sexual orientation; and transgender status. The college has a comprehensive draft implementation plan for merger. Your responses will help us tailor this merger implementation plan accordingly to meet the needs of our students, staff and stakeholders.

Who will be positively affected by the proposal to merger and in what way?		
Student Characteristic	Yes/No/Unknown	Examples
Disability	Yes	The proportion of disabled students will increase from 7.4% to 8%, increasing exposure of staff and students to those people with different additional support needs. This can only increase understanding and awareness. Whilst dyslexia is likely to remain the highest disclosed disability, the proportion of students with mental health difficulties is likely to increase. The proportion of disabled students across programme groups is likely to remain very similar. The enlarged college will be able to offer a greater range of specialist support services and an enhanced level of in house services and resources.
Gender	Yes	Based on current data, the proportion of male students will increase from 48% to 50%. Whilst in many programme groups, the gender balance remains the very similar there will some changes. The proportion of female students in across the following groups will increase: Business & Management (55% to 61%) Health (42% to 68%) and Social Studies (58% to 63%). Similarly, the proportion of male students across the following groups will increase: Personal Development (33% to 35%) Science and Maths (42% to 56%) Office & Secretarial (13% to 22%) Sport & Recreation (45% to 52%) and Special Programmes (47% to 53%). It is unclear what positive/negative impact, if any, these changes will have.
Race		Based on current data, the proportion of minority ethnic students will increase from 13% to 16%. Whilst in many programme groups the ethnic balance remains the very similar there will be some changes. The proportion of minority ethnic students across the following groups will increase: Business Management (6% to 15%) Personal Development (4% to 23%) and Secretarial (0% to 13%). Similar, the proportion of white students across the following groups will increase: Health (85% to 90%) Social Studies (73% to 77%) Sport & Recreation (90% to 92%) and Special Programmes (26% to 56%). Many of these changes are due to the proportion of overseas students undertaking marine, electrical and mechanical engineering and marine studies. Whilst many of these students are from minority ethnic groups, their level of education and proficiency in English is high. The addition of these international students to the already large cohorts of ESOL students will lead to a diverse cultural mix. A better mix of students, reflecting society at large, can only have a

		positive impact and will offer opportunities to widen cultural awareness and enhance diversity..
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Who will be positively affected by the proposal to merger and in what way?		
Student Characteristic	Yes/No/Unknown	Examples
Age	Unknown	Based on current data: The average age of students will decrease from 28, to 27. The average age of females will decrease from 29 to 28. The averaged ages of males will decrease from 27 to 26. It is unknown whether this will have a positive or negative effect on students.
Marriage/ Civil Partnership	Unknown	Unknown
Pregnancy/ Maternity	Unknown	Unknown In terms of the proposed new estate development, some pregnant women may have less distance to travel.
Religion, or Belief	Yes	The proportion of minority ethnic students will increase from 13% to 16%. This will increase exposure of staff and students to those people with different religions and beliefs. This can only increase understanding and awareness. In terms of the proposed new estate development, both campuses will have a dedicated room for prayer and reflection.
Sexual Orientation	Unknown	The other colleges are both working towards the LGBT Youth Charter and this could have a positive impact on students if GMC policy, procedures, staff and students embrace its ethos. Perhaps GMC might consider working towards the Charter now to help harmonise policy and procedures?
Transgender Status	Unknown	The other colleges are both working towards the LGBT Youth Charter and this could have a positive impact on students if GMC policy, procedures, staff and students embrace its ethos. Perhaps GMC might consider working towards the Charter now to help harmonise policy and procedures?
Other examples (specific individuals, or groups)		

Who will be positively affected by the proposal to merger and in what way?		
Staff Characteristic	Yes/No/Unknown	Examples
Disability	Unknown/ Possible	<p>Combined staff data, the proposed organisational structure and business model for ancillary staff (e.g. cleaning and catering staff) of the new college is not available. This makes analysis difficult.</p> <p>It is possible that a more diverse work-force might be created which could nurture innovation and productivity.</p>
Gender	Unknown/ Possible	<p>Combined staff data, the proposed organisational structure and business model for ancillary staff (e.g. cleaning and catering staff) of the new college is not available. This makes analysis difficult.</p> <p>It is possible that a more diverse work-force might be created which could nurture innovation and productivity.</p>
Race	Unknown/ Possible	<p>Combined staff data, the proposed organisational structure and business model for ancillary staff (e.g. cleaning and catering staff) of the new college is not available. This makes analysis difficult.</p> <p>It is possible that a more diverse work-force might be created which could nurture innovation and productivity.</p>
Age	Unknown/ Possible	<p>Combined staff data, the proposed organisational structure and business model for ancillary staff (e.g. cleaning and catering staff) of the new college is not available. This makes analysis difficult.</p> <p>It is possible that a more diverse work-force might be created which could nurture innovation and productivity.</p>
Marriage/ Civil Partnership	Unknown/ Possible	<p>Combined staff data, the proposed organisational structure and business model for ancillary staff (e.g. cleaning and catering staff) of the new college is not available. This makes analysis difficult.</p> <p>It is possible that a more diverse work-force might be created which could nurture innovation and productivity.</p>

Who will be positively affected by the proposal to merger and in what way?		
Staff Characteristic	Yes/No/Unknown	Examples
Pregnancy/ Maternity	Unknown/ Possible	<p>Combined staff data, the proposed organisational structure and business model for ancillary staff (e.g. cleaning and catering staff) of the new college is not available. This makes analysis difficult.</p> <p>It is possible that a more diverse work-force might be created which could nurture innovation and productivity.</p> <p>In terms of the proposed new estate development, some pregnant women may have less distance to travel.</p>
Religion, or Belief	Unknown/ Possible	<p>Combined staff data, the proposed organisational structure and business model for ancillary staff (e.g. cleaning and catering staff) of the new college is not available. This makes analysis difficult.</p> <p>It is possible that a more diverse work-force might be created which could nurture innovation and productivity.</p>
Sexual Orientation	Possible	<p>Combined staff data, the proposed organisational structure and business model for ancillary staff (e.g. cleaning and catering staff) of the new college is not available. This makes analysis difficult.</p> <p>It is possible that a more diverse work-force might be created which could nurture innovation and productivity.</p>
Transgender Status	Unknown/ Possible	<p>Combined staff data, the proposed organisational structure and business model for ancillary staff (e.g. cleaning and catering staff) of the new college is not available. This makes analysis difficult.</p> <p>It is possible that a more diverse work-force might be created which could nurture innovation and productivity.</p>
Other examples (specific individuals, or groups)		

Who will be negatively affected by the proposal to merger and in what way?		
Student Characteristic	Yes/No/Unknown	Examples
Disability	Yes	<p>Students with mental health issues, e.g. ASDs, depression and anxiety are likely to find the change and uncertainty associated with merger and the proposed new estate development challenging.</p> <p>In terms of the proposed new estate development, students with mobility and sight impairments are likely to be affected, even in the short term as they go through a period of adjustment.</p>
Gender	Yes	<p>The proportion of female students will decrease from 52% to 50%. Whilst in programme groups, the gender balance remains the same there will some changes. The proportion of female students in across the following groups will decrease: Personal Development (67% to 65%) Science & Maths (58% to 44%) Secretarial (87% to 78%) Sport & Recreation (55% to 48%) and Special programmes (53% to 47%). Similar, the proportion of male students across the following groups will decrease: Business & Management (45% to 39%) Health (58% to 32%) and Social Studies (42% to 37%). It is unclear what positive/negative impact, if any, these changes will have.</p> <p>In terms of the proposed new estate development, the riverside campus will be comprised predominantly of male students which would have a negative impact on the culture of the campus and nature of learning and may have a negative impact on the minority group of female learners.</p>
Race	Unknown	<p>Unknown</p> <p>Providing positive, best practice policy development and procedural implementation prevails then students should not be at a disadvantage. However, further staff and student awareness and etiquette training, especially for customer facing support staff, would be required. It is therefore possible that there could be an initial period of awareness raising where students/staff in this category could experience a negative impact on service levels.</p>

Who will be negatively affected by the proposal to merger and in what way?		
Student Characteristic	Yes/No/Unknown	Examples
Age	Unknown	The average age of students will decrease from 28, to 27.. This change is not significant and little impact is therefore anticipated.
Marriage/ Civil Partnership	Unknown	Unknown Providing positive, best practice policy development and procedural implementation prevails then students should not be at a disadvantage. However, further staff and student awareness and etiquette training, especially for customer facing support staff, would be required.
Pregnancy/ Maternity	Unknown	In terms of the proposed new estate development, some pregnant women may have further distance to travel.
Religion, or Belief	Unknown	Providing positive, best practice policy development and procedural implementation prevails then students should not be at a disadvantage. However, further staff and student awareness and etiquette training, especially for customer facing support staff, would be required.
Sexual Orientation	Unknown	Providing positive, best practice policy development and procedural implementation prevails then students should not be at a disadvantage. However, further staff and student awareness and etiquette training, especially for customer facing support staff, would be required.
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Disability	Unknown/ Possible	<p>Combined staff data, the proposed organisational structure and business model for ancillary staff (e.g. cleaning and catering staff) of the new college is not available. This makes analysis difficult.</p> <p>Providing positive, best practice policy development and procedural implementation prevails then staff should not be at a disadvantage. However, further staff awareness and etiquette training, especially for customer facing support staff, would be required.</p>
Gender	Unknown/ Possible	<p>Combined staff data, the proposed organisational structure and business model for ancillary staff (e.g. cleaning and catering staff) of the new college is not available. This makes analysis difficult.</p> <p>Much will depend on the business model of the new college going forward. For example should the new college decide to outsource aspects of service delivery such as cleaning and catering staff , this could affect a predominately female staff complimentwho are likely to comprise a high proportion of these job types.</p> <p>Providing positive, best practice policy development and procedural implementation prevails then staff should not be at a disadvantage. However, further staff awareness and etiquette training, especially for customer facing support staff, would be required.</p>
Race	Unknown/ Possible	<p>Combined staff data, the proposed organisational structure and business model for ancillary staff (e.g. cleaning and catering staff) of the new college is not available. This makes analysis difficult.</p> <p>Much will depend on the business model of the new college going forward. For example should the new college decide to outsource aspects of service delivery such as cleaning, manual and catering staff , this could affect residents from overseas who are likely to comprise a high proportion of these job types.</p> <p>Providing positive, best practice policy development and procedural implementation prevails then staff should not be at a disadvantage. However, further staff awareness and</p>

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Pregnancy/ Maternity	Unknown/ Possible	<p>Combined staff data, the proposed organisational structure and business model for ancillary staff (e.g. cleaning and catering staff) of the new college is not available. This makes analysis difficult.</p> <p>Providing positive, best practice policy development and procedural implementation prevails then staff should not be at a disadvantage. However, staff awareness and etiquette training, especially for customer facing support staff, would be required.</p> <p>In terms of the proposed new estate development, some pregnant women may have further distance to travel.</p>

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Religion, or Belief	Unknown/ Possible	<p>Combined staff data, the proposed organisational structure and business model for ancillary staff (e.g. cleaning and catering staff) of the new college is not available. This makes analysis difficult.</p> <p>Providing positive, best practice policy development and procedural implementation prevails then staff should not be at a disadvantage. However, staff awareness and etiquette training, especially for customer facing support staff, would be required.</p>
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Other examples (specific individuals, or groups)		
<p>Where duplicate positions exist across each College, e.g. Finance and Personnel, staff may feel vulnerable and insecure due to uncertainty of job security. This could affect self esteem and dignity on a human rights level.</p>		

Step 2: Consider the evidence

What data or evidence do we intend to use for the purpose of the assessment?

Glasgow Metropolitan College student and staff quantitative and qualitative data as contained within the Annual Equalities Report 2008-2009

New College Glasgow combined student quantitative data 2008-2009 as contained within the draft Merger Proposal Document

The Merger Consultation Document provides a summary of the proposal to merge.

What data or evidence is lacking and how do we intend to get it?

As yet we do not have access to a fully detailed organisational structure and therefore it is difficult to anticipate impact in all cases. We do not as yet have a comprehensive profile on staff of the 3 organisations. This information is expected to be released over the next few weeks and will further inform the process of impact assessment. Meanwhile we have a planned approach to Impact Assessment as follows:

STAGE ONE

Responses from management and staff using an amended and simplified proforma

Responses from the Student Executive/Parliament and general students using an amended and simplified proforma

Responses from other stakeholders via the website using an amended and simplified proforma

A first stage summary reporting presenting this collated and analysed information will be produced

STAGE 2

Qualitative data, based on the proforma responses, using representative GMC student focus groups

Qualitative data, based on the proforma responses, using representative GMC staff focus groups

Qualitative data, based on the proforma response using representatives from user-led equalities groups

A final summary report will be produced

The report will be published on the College's Internet Site



Step 3: Assess likely impact

What does the information we have tell us about how this proposed decision to merge might impact on equalities groups?

See Step 1

Could the Draft Implementation Plan be amended to lessen any negative impact?

A published programme of staff engagement would assist in allaying the anxieties of specific groups.

Improved communication at all levels and all stages of the process will allow issues to be raised and addressed.

Staff training in equalities will avert difficulties before they arise.

The development of a clear and fair matching in process if approached holistically should ensure that no single group is disadvantaged

A clear and fair Appeals process should ensure that staff's rights are protected

Consultation as required under TUPE legislation should be sustained with a view to reaching agreement over any proposed changes to employee terms and conditions

Policies and procedures should be reviewed and where essential amended to ensure that all groups have equal entitlements to appropriate support

The Implementation Plan should include proposals for Student Elections which ensure representation from across all dimensions of the student population

Step 4: Consider Alternatives

What changes to the proposed decision could be introduced to reduce any adverse or negative impacts identified above?

A commitment to no compulsory redundancies as a direct result of merger

A phased approach to implementation would address many concerns

Consultation on a published organisational structure may ensure that unintentional negative impacts are avoided

Step 5: Involvement/Consultation

What involvement/consultation have we carried out?

Responses from break-out sessions during all staff conference

Students represented on communication facilitator group

Students have a joint Executive sub group which is developing Shadow Students Union proposals and developing election plans

A Learner Engagement Sub Group is consulting with staff and students

A Student representative contributes to the Shadow Board of Management

A staff representative participates in the Shadow Board of Management

Staff from each college attends an equalities working group

Staff from each college are participating in a range of working groups to review policies, procedures, staff and student entitlements to highlight any anomalies which may require to be addressed

A member of the College Executive sponsors all sub groups and reports concerns to the Merger Steering Group

Staff representatives (EIS & Unison) are regularly informed and consulted via the JCC

Staff and Student members are full members of the College Board of Management and contribute to the merger consultation process

Vice Principal Academic Affairs meets regularly with the Student President

**How successful has this been, and what can we do in the future to improve this process if necessary?
(To be carried out after consultation)**

Awaiting evaluation feedback from the all staff conference

Awaiting evaluation feedback from communication facilitators
Staff from each college find that the equality working group is beneficial in terms of sharing best practice and working towards the future needs of the proposed college

An interim proposal from students has been agreed by Merger Steering Group

Step 6: Taking Action

What action will we take?
(To be completed after involvement/consultation)

TBC

Who will take that action?
(To be completed after involvement/consultation)

TBC, but expected to be:

GMC Senior Management Group

Merger Steering Group Executive from three colleges)

GMC Equalities Manager

Step 7: Publish Assessment Report

What are the arrangements for publishing the results of the assessment?

A final summary report will be produced.

The report will be published on the College's Internet Site.