

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 2

Full Equality Analysis

1. Name of the activity (strategy, policy or practice etc.)

Strategic Marketing and Communications review

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

To review and restructure the functions within Marketing, Corporate Relations, Internal Communications, Alumni and Development, and Student Communications (currently with Student Services) with the aim of creating a single Strategic Communications and Engagement department in order to realise the following benefits:

- A unified and coordinated approach to promoting the University internally and externally.
- Enhanced communication and collaboration across marketing and communication areas
- Elimination of duplication of work, effort and resource
- Ability to share departmental resources
- Simplified and coordinated processes and systems
- More opportunities for professional career development for marketing and communications staff
- Enhanced opportunities for knowledge transfer between marketing and communications staff

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

Bringing staff from all existing functions and services together under one department.

4. Who is responsible for developing and delivering the activity?

Tracy Chalk, Director of Strategic Marketing and Communications

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

Realising the benefits stated above in section 2.
KPI's from the different functions
Efficient use of budget
Staff satisfaction and data from different equalities groups from staff survey

Customer satisfaction from internal customers
 Increased engagement with the university's primary communication channels

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.

- There are just approx. 80 staff in within the departments impacted by this review.

	Yes	No	Comment
Women and men		x	Within this area approximately 77% of the staff women than men. This derives from the nature of the roles both that they are administration and also marketing where there are greater % of women to men in the profession. Any possible ring-fence or assimilation arrangements will be done in line with UWE's managing change policy. Part-time and working patterns will be honoured as far as business needs allow.
Trans people		x	Not known. However, transgender people may face negative impact due to moving to a new team or having a new line manager. Managers will need to be supportive and aware of individuals' needs where people are moving from one team to another, especially when the new team may not be aware of their gender identity.
Black and minority ethnic groups		x	Approx. 3% of staff are BME, 1.5% have entered 'not known' as their ethnicity and 95.5% have entered white British. The changes to structure could involve new roles which could provide opportunities for development within the department, the wider university and external to UWE. There is also the opportunity to look at Apprenticeships which could positively target BME applicants. . For any future resource requirements we could also look at positive action to address the current under-representation in this protected category.
Disabled people		x	1.5% of staff have a formally registered disability. During consultation and implementation due consideration will be given to any reasonable

			adjustments needed. There will also be staff who are not registered as disabled but likely to have adjustments made in relation to their current roles which will need to be revisited in relation to any changed roles or moves to other desks. Additional support will be offered and provided where needed for interviews/applications. For any future resource requirements we could also look at positive action to address the current under-representation in this protected category.
Younger or older people		x	Different needs in relation to training and development for newly adjusted roles and different attitudes will need to be considered regarding career aspirations. There will be a training plan for all staff within the new structure to ensure ongoing training and development is provided. 33% of staff are between the ages of 25-34, 34% between the ages of 35-44, 18% between the ages 45-54, and 11% between the ages 55-64.
People of different religion and beliefs		x	The changes proposed should not impact significantly on those with different religion or beliefs, however new line managers (if applicable) will need to be aware and supportive of individual's needs. 26% of staff have declared they are Christian, 3% as another religion or belief, 42% no faith/regligion and 29% not known.
Lesbian, gay, bisexual people		x	LGB people may face a negative impact due to moving to a new team and having a new line manager. Managers will need to be supportive if there are LGB staff moving from one team to another when the individual may not have told other members of the new team. 80% of staff have registered as heterosexual/straight, 20% as not known.
Marriage and civil partnership		x	The changes proposed should not impact significantly on those in married or civil partnerships.
Pregnancy and maternity		x	There are currently 5 members of staff on maternity leave or about to go on maternity leave in the affected areas. These staff, and anyone else who begins maternity during the period of change and implementation, will receive communications at the same time as other staff and will be given protection and support in posts in the new structure. Managers will be in regular contact with

			staff currently on leave to ensure they are kept up to date and encouraging staff to use KIT days for communication purposes. Hard copies of material produced will be sent to their home addresses.
--	--	--	--

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

All members of staff within all the affected services will be engaged at various levels during the review. There will be staff workshops filled on a voluntary basis from an open invitation to all the staff. The Director of Strategic Marketing and Comms has held informal meetings with all staff on either a team or 1-2-1 basis to get their feedback on the current situation and what changes they would like to see and what ideas they have for improvement. We have also consulted informally with Unison and will enter into formal consultation with staff and Unison once the informal stage is complete.

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).

Please see table above for mitigations listed and in addition to those:
 Various forms of communication have been used and offered in order to reach all audiences and provide chance for people to feedback individually or as part of a group and also anonymously. Any recruitment and ring-fencing processes will be subject to managing change and recruitment processes and handled in a fair and consistent manner.
 Any possible change in teams, seating arrangements, desks etc. will take into account individual needs and adjustments. Managers will need to be supportive and aware of individuals' needs where people are moving from one team to another and the overall culture of the new Strategic Marketing and communication department will be to be supportive of an inclusive working environment.

9. Please indicate the level of equality relevance:

Medium

10. Equality analysis sign off:

Head of Service	Tracy Chalk
Service	Directorate – Strategic Marketing and Communications
Date	6 July 2016

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: Strategic Marketing and communications review and restructure

Plan completed by: Tracy Chalk

Service: Strategic Marketing and Communications

Issues	Actions required	Responsible Person	Resources required	Target date	Success Indicators	What progress has been made?
Information/data required	E&D statistical date for staff in services affected	HR	Data	ASAP	To inform EA and proposed changes	Complete
Consultation	Informal consultation with Staff and Unions to take place, followed by formal consultation which will last for minimum of 4 weeks.	Tracy Chalk and HR	All documentation and staff and Union participation.	Started informal consultation with Unison in May.	Feedback from staff and unions	Started
	EA to be published on line for consultation for 3 weeks.	Tracy Chalk & E&D	End of June	Tracy Chalk has been meeting with all staff individually since April/ May. Start informal consultation with staff in June.	Feedback gathered	Started

Monitoring and review arrangements	Monitor impact of any changes on all staff groups	Tracy Chalk	None	ongoing	Feedback from staff	ongoing
Publication	Publication on the E&D website	E&D	None	none	Feedback gathered	Not yet started
Other actions						

Please return form to the Equality and Diversity Unit