

Equality Analysis

This form enables you to reflect on your proposed activity, and to assess the potential positive and negative impacts it might have on different members of the community. The Equality Analysis is designed to help you ensure your activities are meaningfully considered and not spending your time on an activity that will later need to be changed or disbanded due to not thinking about the practical needs of diverse communities who we are required to protect. If you have any questions about how to complete this Equality Analysis, please read the [Guidance](#) or contact the Equality, Diversity and Inclusivity Team: edi@uwe.ac.uk.

Activity Title: Cleaning Team – move from Night Shift

Project Manager and Contact: Lucy Lawson Lucy.Lawson@uwe.ac.uk and Clive Davis Clive.Davis@uwe.ac.uk

Proposed activity (change, refresh, policy, process or practice) being analysed

Enter short description of what it is, the objectives and why you are doing it. If you are amending a current activity, what changes are proposed? Please outline the ways that students, staff, visitors or contractors might experience changes in their day to day lives e.g., changes to buildings, working hours, administrative processes.

Proposal:

To adjust the evening cleaning shift from 8pm–12am to an earlier timeframe of 6am – 9am, improving efficiency and operational effectiveness.

Why we are making the proposal:

There is no longer a requirement for evening cleaning. Morning cleaning has proven to be more productive, offers greater flexibility across the service, and helps to reduce costs.

Currently, Q Block is cleaned at 8pm-12am. However, students can access the area before teaching begins the following morning, often leaving the space in an unacceptable condition despite it having been cleaned the night before. Moving this cleaning to the morning ensures the space is presentable and ready for use at the start of the teaching day.

In addition to improved outcomes in cleanliness, the proposed change brings several further benefits:

- **Efficiency:** Morning shifts allow for more effective allocation of resources and broader coverage across the team. The current 4-hour evening shift can be reduced to a more efficient 3-hour morning shift (6:00am–9:00am).
- **Team Cohesion:** Aligning shift patterns will encourage greater cohesion and teamwork within the service, fostering a more positive working culture. It will also help reduce the current tendency for a 'blame culture' between morning and evening teams.
- **Leadership Support:** The supervisor will benefit from increased access to both peers and the Team Manager during daytime hours, improving communication, collaboration, and operational oversight.
- **Staff Safety:** Morning shifts offer safer travel conditions for staff compared to late-night finishes, supporting staff wellbeing and workplace safety.

What sources of information/ data, or who have you identified to help explore potential equalities impacts?

Examples include: External or Sector data/research, Staffing Statistics, Student or Staff Networks, specific stakeholders.

Meetings will be held with the teams, with the below stakeholders

Meetings held with:

- Human Resources
- Trade Union representatives
- Affected staff (all)

Following the above meetings, the staff consultation period will run from 16th July 2025. Directly affected individuals will be invited to 1:1 meetings. Drop-in sessions with management will be made available to staff during this time.

Assessing the activity from different perspectives

Might your proposal impact people who identify with the protected groups below in the following contexts?

- Access to or participation in UWE Bristol Faculties or Professional Services?
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- Student experience, attainment or withdrawal?
- Staff experience, representation, or progression?

Explain why you have made that assessment and plan your response.

Action Planning: how will you mitigate negative and maximise positive outcomes?

Please feed information from this action plan to your activity's own planning documents e.g., action plans, risk registers, benefits map

	Possible Positive Impact on Groups Include relevant data if possible	Possible Negative Impact on Groups Include relevant data if possible	Actions Required	Responsible Person	Target date	Success indicators	Progress to date
All (possible impacts affecting many groups)	Aligning shift patterns will encourage greater cohesion and teamwork within the service, fostering a more positive working culture.	Change can be a source of stress for staff.	Cleaning Team Manager to clearly communicate the change process to staff and line managers to ensure all staff are supported into their new working patterns with training, development and relevant support. As much notice as possible	Cleaning Team Manager		All staff impacted feel listened to, consulted with and have received responses to queries and concerns they have raised. That adjustments are made where	

		<p>If certain marginalised groups are underrepresented in decision-making roles, they may feel less confident to raise their concerns and/or feel their perspectives haven't been properly considered</p>	<p>If relevant, enhanced assistance to access employability and/or financial wellbeing support.</p> <p>Commitment to monitoring the impact that the changes have on any disclosed protected characteristics to identify disproportionate outcomes.</p> <p>Ensure diverse representation in consultation process, inviting feedback from different staff networks and allowing staff to attend meetings with someone supporting them.</p>			reasonable, effective and appropriate.	
	<p>Staff will benefit from increased access to both peers and the Team Manager during daytime hours, improving communication, collaboration, and operational oversight. Staff will feel more included and will have</p>	<p>Staff with caring or other conflicting responsibilities may be impacted due to changes in working patterns, eg. Unable to commit to morning shifts due to school runs etc</p>	<p>All staff to be reminded of the support available through Cleaning Team Manager and management team and also HR and EAP and Trade Unions.</p> <p>We understand that some staff may find this experience daunting, so they are encouraged to request 1:1's to raise concerns and are welcome to bring</p>	Cleaning Team Manager and line managers			

	increased access to a larger diverse team.		<p>someone along for support if they wish.</p> <p>Hold vacancies on the later day shifts for any staff unable to adapt to the early start.</p>				
		Some staff may have multiple jobs and night shifts may allow them to balance these. Early shifts could disrupt this balance and cause staff to experience financial challenges.	One-to-one support for staff, to explore options that they may prefer e.g. signposting for financial calculations/ wellbeing support, providing figures for voluntary redundancy.				
	Morning shifts offer safer travel conditions for staff compared to late-night finishes, supporting staff wellbeing and workplace safety.	Earlier shifts may restrict travel options for staff. In particular, disabled or pregnant people.	Cleaning Team Manager & line manager to make time for 1:1s with staff who request them and provide drop-in sessions for queries / concerns to be raised.				
	As there are more roles during the earlier part of the day, progression opportunities may	Possibility of line management change may cause unrest /anxiety.	Line managers to have open and honest one to ones with their staff about access to work and any adjustments that could be made.				

	become more obtainable.		<p>Create opportunities for staff to get to know their new line manager to help ensure that transitions are as smooth as possible Any reasonable adjustment will be looked at on an individual basis if needed.</p> <p>Ensure all managers continue best practice of regular 1:1's and team huddles/meetings to ensure new members of the team are fully included.</p>				
		Reduction of both hours and enhanced rate (that the later shift attracts) will potentially have a financial impact on staff.	<p>Financial impact analysis for staff in scope to understand the scale of the issue and identify those most at risk.</p> <p>Temporary pay protection or phased reduction of enhanced rates.</p> <p>Enhanced assistance to access additional hours, redeployment or employability support.</p> <p>(Signposting to) financial wellbeing support.</p>				

Age (older people, younger people)	Both older and younger staff have potentially different needs in relation to staff training, development and relevant support for new roles and aspirations.	Both older and younger staff have potentially different needs in relation to staff training, development and relevant support for new roles and aspirations.	Cleaning Team Manager to clearly communicate the change process to staff.	Cleaning Team Manager and Line Managers		All staff impacted feel listened to, consulted with and have received responses to queries and concerns they have raised. All staff impacted feel they have received full support through the transformation. That adjustments are made where reasonable, effective and appropriate.	
		There are members of staff who are nearing retirement during this process. There could be concerns about retirement plans for these staff during the restructure.	Line managers to invest appropriate time in individual team members according to their needs.				
			One-to-one support for staff, particularly those nearing retirement to explore options that they may prefer e.g. voluntary redundancy.				
			Individual consultation with staff to ensure needs are met with these challenges in mind.				

Disability, including mental health and non- visible disabilities	If any disability is impaired by the changes, any reasonable adjustments required would be reviewed.	Certain groups of disabled staff (i.e. blind, dyslexic) could experience problems accessing communications in various forms.	Review reasonable adjustments already in place with individuals at 1-2-1 meetings to identify what support is required during the change process and in the new structure.	Cleaning Team Manager & Line Managers		All staff impacted feel listened to, consulted with and have received responses to queries and concerns they have raised. All	
	As there is no change to working location, desks or access to facilities and accessible parking, this can be a good opportunity to re- explore the suitability of reasonable adjustments and accessibility.	Staff could be anxious about working a shift time during a busier time on campus, potentially exposing them to more people/ germs than normal.	Policy and communications need to be in different formats. Line managers to ensure all staff are briefed and kept up-to-date throughout the change process using forms of communication appropriate to their individual team member needs.			staff impacted feel they have received full support through the transformation. That adjustments are made where reasonable, effective and appropriate.	
		Those staff with mental health disabilities may have further stress & anxiety in regards to the changes.	Managers must work closely with colleagues within the new facility to assess, access and accessibility and ensure adjustments are anticipated and implemented.				

		Some staff may have medical appointments that require attending during the working day, that would previously be attended outside of working hours.	All staff to be reminded of the support available through Cleaning Team Manager and management team but also HR and EAP and Trade Unions.				
		May disrupt occupants/users of buildings.	Staff & Student users of building to be notified of changes to cleaning schedule via weekly news and posters in areas. Quieter equipment in use and prioritising time-sensitive tasks based on when people arrive on site.				
Women and men	Working patterns that suited previous caring responsibilities may now not be necessary and staff may welcome the change in shift time.	Potential impact of the change in working patterns which may impact those with caring responsibilities.	Individual consultation with staff with these challenges in mind.	Cleaning Team Manager and Line Managers		All staff impacted feel listened to, consulted with and have received responses to queries and concerns they	

	There is currently a lower (36%) proportion of male representation in the department so any new vacancies as a result of reorganisation could offer opportunities to increase male representation. In the team affected there are currently no men.		Adapt recruitment practices to actively encourage male applications in all advertising to address a lack of male representation.			have raised. All staff impacted feel they have received full support through the transformation. That adjustments are made where reasonable, effective and appropriate. Increased % of male staff.	
Trans and non-binary people, including gender reassignment	The change presents a valuable opportunity to invest in staff training and drive a meaningful shift in organisational culture.	Trans and non-binary people in organisations may feel anxious about possibly moving to a new line manager and disclosing personal information.	Training for Team Manager and Line Managers through Learning Development Centre so that we are aware of and mitigate against unconscious bias.	Cleaning Team Manager and Line Managers		All staff impacted feel listened to, consulted with and have received responses to queries and concerns they have raised. All staff impacted feel they have received full support through the transformation. That adjustments are made where reasonable,	
		Trans and non-binary people can experience anxiety due to having a new line manager if arrangements for leave and other process related to transitions are not promptly put in place.	1-2-1 conversations with staff to enable them to feel confident any existing arrangements will be carried over/continued.				

	-	Trans and non binary people may worry about moving to a new line manager or team where their identities may not be respected.	Team members to be asked if they would like information on their gender identity to be passed to their new line manager and/or colleagues and respecting their wishes in a timely way.			effective and appropriate.	
		Trans and non-binary staff may feel more vulnerable in public spaces when there are more people around in the mornings.	All staff to be reminded of the support available through line managers, the Cleaning Team Manager and management team. Also HR, UWE Networks, EAP and Trade Unions. Regular 1:1's to allow staff to raise any concerns.				
Marriage and/or civil partnership	No specific impact other than for "All Groups" above.						
Pregnancy and/or maternity, including Adoption	There are currently no members of staff on maternity leave however, if this changes within the process timeline this will need to be considered.	If any member of the team does have extended leave during the programme of change this can be a source of anxiety and concern that they are not as well informed.	Ensure line managers use KIT days to keep staff on long term sick or leave periods informed.	Cleaning Team Manager and Line Managers		All staff impacted feel listened to, consulted with and have received responses to queries and concerns they have raised. All	

	There are currently no staff who would be breastfeeding but if there are during the consultation phase will take into account.	Currently there are no staff on maternity leave or pregnant. If this should arise we will ensure that they are communicated with throughout the process and supported.	In case this occurs, appropriate adjustments may be required to the new line manager to refer to the H&S guidance for new and expectant mothers and if appropriate complete a risk assessment and make adjustments. Whilst on leave personal email addresses needed. Ensure invites to key events are forwarded and attended as KIT days.			staff impacted feel they have received full support through the transformation. That adjustments are made where reasonable, effective and appropriate.	
	New shift pattern would not change access to spaces adjustments already in place were anyone to become pregnant or be breastfeeding.						
Race , including ethnicity and citizenship	The team is well represented in terms of race. The change process may create an opportunity across the team for training and increased knowledge/awareness of barriers faced by	Possible communication challenges due to cultural differences between staff.	All policy and communications will be written in plain language. Individual consultation with staff to ensure needs are met with these potential communication challenges in mind.	Cleaning Team Manager and Line Managers		All staff impacted feel listened to, consulted with and have received responses to queries and concerns they have raised. All staff impacted feel	

	people on the basis of their race or ethnicity.					they have received full support through the transformation. That adjustments are made where reasonable, effective and appropriate.	
		Staff from this group could experience anxiety stress, or worry about changing line managers and / or moving to a new team where their race, ethnicity and / or citizenship may not be respected.	Ensure Intercultural communication and unconscious bias training is undertaken by the line managers and Team Manager.				
Religion and/or belief, including those without religion and/or belief	The change process may create an opportunity across the team for training and increased knowledge/awareness of barriers faced by people on the basis of their religion/beliefs.	People with different faiths and beliefs can experience negative impact due to having a new line manager if arrangements for leave, prayer or for periods of fasting are not promptly put in place.	Individual consultation with staff to ensure needs are met with these potential communication challenges in mind.	Cleaning Team Manager and Line Managers		All staff impacted feel listened to, consulted with and have received responses to queries and concerns they have raised.	

	Staff may work with new staff exposing them to different religion/beliefs and similar beliefs which may provide a sense of belonging.	Staff from different cultural backgrounds may have different communication norms. We note that shift patterns can impact on the ability to observe prayer times and observe religious festivals throughout the year.	When allocating work/shifts, be mindful of personal / cultural circumstances, noting the observance of religious festivals for example			All staff impacted feel they have received full support through the transformation.	
						That adjustments are made where reasonable, effective and Cleaning Team Manager as appropriate	
Sexual orientation	The change process may create an opportunity across the team for training and	Possibility of LGBTQ+ staff may be anxious about moving to a new line manager. This group	Individual consultation with staff to ensure needs are met with these potential challenges in mind.	Cleaning Team Manager and Line Managers		All staff impacted feel listened to, consulted with and have received	

	increased knowledge/awareness of barriers faced by people on the basis of their sexual orientation.	may be concerned about disclosing their sexual orientation to a new manager and gaining the understanding of a new manager.	<p>Ensure that appropriate training has been undertaken by line managers and the wider team.</p> <p>If an LGBTQ+ person will have a new manager or team, ask whether they would like information about their sexual orientation to be passed on to their new colleagues, and respect their wishes in a timely way.</p>			responses to queries and concerns they have raised. All staff impacted feel they have received full support through the transformation. That adjustments are made where reasonable, effective and appropriate.	
Other specific group (e.g., International or Access)	None identified						

4. Project Manager Next Steps		Delete or complete as appropriate	
Does this Equality Analysis require consultation of 3 or 6 weeks		3 weeks	
Is further monitoring or engagement required? (in addition to the formal Equality Analysis consultation, e.g. with the Students' Union, Disability Services, relevant staff groups)			
What measure / statistic / data will you use to check if the activity has had a positive, negative or neutral outcome?	Via feedback received from all stakeholders.		
When will you review this Equality Analysis?	During the consultation period the management team will consider the EA on a continuous basis		

5. EDI Team Review			
The EDI Team has reviewed this Equality Analysis and is satisfied that it is ready for formal consultation			
EDI Team representative	Xavier Baker	Date	30.06.25

6. Faculty/Service/ Departmental Sign off	
I am satisfied with the results from investigation, consultation and analysis. The progression of this EA will continue to throughout the activity/project and I will ensure that a review is undertaken following the final implementation of the proposal, to assess its actual impact. Any actions or feedback that results as a consequence of ongoing project changes will be monitored and incorporated within the stated processes. Any negative outcomes will be resolved with the appropriate stakeholders identified.	
Faculty Dean / Head of Department / Head of Service	Ravinder Bisla
Faculty / Department / Service	Director of Commercial & Campus Services (FECS)
Date	22/08/2025

7. So what?

Consultation and engagement feedback are extremely important in Equality Analysis. Listening to student and staff voices and acting on their feedback mean that activities become fit for purpose for diverse student and staff communities. Complete the 'You Said, We Did' table **before and after formal consultation**, and throughout the remaining lifetime of your activity to show the impact of feedback on your activity. The EDI Team will be in touch to gather examples of this feedback to share with equality stakeholders.

You said	We did

Please forward an electronic copy to the EDI Team by emailing edi@uwe.ac.uk

The original signed hard copy and/or electronic copy should be kept with your team for actions, review, and progression of Freedom of Information requests.