**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](https://docs.uwe.ac.uk/sites/equality-and-diversity/_layouts/15/download.aspx?SourceUrl=https://docs.uwe.ac.uk/sites/equality-and-diversity/Documents/Equality%20analysis/Equality%20analysis%20guidance.docx) or contact the Equality, Diversity and Inclusivity Team: [edi@uwe.ac.uk](mailto:edi@uwe.ac.uk).

**Activity Title:** Resolution Hub

**Project Manager and Contact:** Catherine Parker,Assistant Director of People (Staff Journey)

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

Aims of Resolution Hub:

* Encourage early and informal resolution of staff complaints
* Clear pathway to resolve staff complaints
* Support staff by bringing together methods of resolution support – Resolution Hub
* Increase managers ability to spot issues quickly
* Enable staff to speak up when something does not feel right
* Enable and facilitate a supportive process

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

Information/data: UWE Staff survey 2022, UWE Staff Equalities Monitoring report December 2021

Stakeholders:

Trade unions

Managers – focus groups 23 August 2023 and 13 September 2023

Staff networks – Staff network chairs meeting 12 September 2023

EDI Team

Dignity at Work Advisors

Assessing the activity from different perspectives –

People who identify with the protected groups may have the potential to be treated more favourably or less favourably as a result of the Resolution Hub. This may impact on their staff experience.

**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 maps**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **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) | Increased focus on informal early resolution of complaints should reduce stress and improve staff general health and wellbeing. |  | None |  |  |  |  |
| New staff volunteer roles of Dignity and Respect Advocate (Advocate) and Mediator will provide greater support for all staff. |  | None |  |  |  |  |
|  | Staff may not trust support available to help resolve issues e.g. Advocate, Mediator roles. | **Communicate** purpose, responsibilities and training to be received by staff in support roles e.g. Advocate, Mediator and emphasise neutrality of roles.  **Promote** option of seeking support from external providers e.g. EAP, Nilaari. | Louise Davis, Nina Stonelake | Autumn 2023 | Increased usage of Advocates, Mediators and external providers. |  |
|  | Focus on informal early resolution could lead to managers trivialising or dismissing issues due to low fluency in identifying racism, ableism, homophobia etc and low confidence in addressing such issues. | Resolution Hub to be outlined in all existing training for managers. Bespoke Manager Clinics to be run to include how to identify issues, build culture of trust and have difficult conversations with their staff.  **Monitor** incidences of managers trivialising or dismissing issues via feedback from staff, staff networks trade unions, Advocates and Mediators. | Karl Daly  TBC | Autumn 2023  Regular and ongoing | Number of managers trained.  Any reported incidents addressed.  Any patterns of incidents identified and addressed. |  |
|  | Low engagement in the complaints process due to high expectation that it would be quicker than expected OR low expectation that people handling complaints not equipped to identify or challenge what individuals are experiencing. | **Communicate** purpose, responsibilities and training to be received by staff in support roles e.g. Advocate, Mediator and emphasise neutrality of roles.  Gradually build reassurance through development and communication of case studies. | Louise Davis, Nina Stonelake  TBC | Autumn 2023  During 2024 | Increased usage of Advocates, Mediators and external providers  Increased usage of Advocates, Mediators and external providers |  |
|  | Complaints process with multiple stages and points of contact may lead to people repeating their experiences, which can retraumatise and take a lot of energy. | **Explore interventions to help avoid unnecessary repetition** e.g. voice file or typing of experience. | TBC |  | Positive feedback from staff on experience of complaint process |  |
|  | Processes that donot foster psychological safety may cause people to withdraw or to settle for poor outcomes | **People Partner (from P&OD) allocated to complainant to provide wellbeing support** (separate from People Partner managing process) for formal cases.  **Training for Advocate/Mediator** to include showing compassion,  taking complaints on face value, not over-questioning or prying  **Advocates and Mediators to offer flexibility in how complainants engage with them** - face to face, online etc. | HR People Partners | Ongoing | Positive feedback from staff on experience of complaint process |  |
|  | Complaints processes that do not **tailor communicatio**n frequency to those who engage with them can be a source of anxiety or cause people to withdraw or to settle for poor outcomes. | **People Partner allocated to support wellbeing to agree preferred frequency and method of communication** e.g. use of personal email rather than UWE email. | People Partners | Ongoing | Positive feedback from staff on experience of complaint process |  |
|  | Complaints processes that do not share the outcome with the complainant can lead to anxiety, lack of engagement and trust. | Recommendations from each of the grievance points shared with complainant. To be determined on a case by case basis and dependent upon the level of protection required. | People Partners | Ongoing | Positive feedback from staff on experience of complaint process |  |
|  | Increased confidence in the process could lead to increased numbers of complaints beyond those which can be resolved informally; leading to shortage of trained Advocates, Mediators etc. | **Monitoring of usage of complaints processes through data collection:**   * Usage of Advocates/ Mediators and external providers * Informal and formal grievance (themes, demographics). | HR advice hub | Regular and ongoing | Ability to meet timescales in complaints processes.  Staff able to access support when needed. |  |
|  | Some staff e.g. manual may have less knowledge and use of electronic communication and therefore less engagement with Resolution Hub intranet resources. | **Communicate** via range of methods e.g. local campaigns, in person, posters. | Louise Davis, Nina Stonelake | Autumn 2023 | All staff knowledgeable and accessing resources. |  |
| **Age** (older people, younger people) |  | Staff from different age groups may have differing attitudes to acceptable behaviour at work. | **Communicate** case studies (on ACAS website) of acceptable behaviours at work. | Louise Davis, Nina Stonelake | Autumn 2023 | All staff knowledgeable and accessing resources. |  |
| **Disability**, including mental health and non-visible disabilities |  | 8% staff declared as disabled (2021 Staff equalities monitoring report). Certain groups e.g. visually impaired, dyslexic could experience problems accessing Resolution Hub information on intranet. | **Resolution Hub resources designed to meet UWE accessibility checks.** | All project team members | Autumn 2023 | Positive feedback from staff on experience of complaint process |  |
|  | Certain groups of disabled staff e.g. those with mental health issues may not be able to recognise unacceptable behaviour. | **Promote** Resolution Hub (and unacceptable behaviours) to disabled staff via staff network. | Louise Davis | Autumn 2023 | Positive feedback from staff on experience of complaint process. | Briefing to staff network chairs 12 Sept 2023 |
|  | Disabled staff may feel the system has barriers to reporting e.g. too long, takes a lot of emotional energy, too many steps, unsure if Advocates or Mediators able to recognise and challenge ableism. | **Promote** Resolution Hub to disabled staff via staff network. Include purpose, responsibilities and training to be received by staff in support roles. |  |  | Positive feedback from staff on experience of complaint process |  |
|  | Disabled staff more likely to work part time and may therefore have reduced access Resolution Hub information. Need time to work on or respond to matters in their working hours. | Complaints process to include managers being mindful of the need to give support for staff to respond to matters in their working hours. |  | Autumn 2023 | Positive feedback from staff on experience of complaint process |  |
|  |  | Neurodivergent staff may have concerns around how they will receive and provide information within the complaints processes. | **Complaints processes to provide opportunity to share needs/ adjustments required at the outset**.  Staff asked to state how they wish to be communicated with (how they can best receive information) and how they wish to provide information  Support to be provided by companion or WECIL if needed. |  |  |  |  |
| **Women and men** |  | Majority of part-time staff are women. Part-time staff may have reduced access to access Resolution Hub information and support due to their shorter working hours. Including time to work on or respond to matters in their working hours. | Complaints process to include managers being mindful of the need to give support for staff to respond to matters in their working hours.  **Promote** Resolution Hub to Women’s staff network |  | Autumn 2023 | Positive feedback from staff on experience of complaint process | Attended Staff network chairs meeting Sept 23 |
| **Trans and non-binary people**, including gender reassignment |  | Possibility of trans staff not being comfortable raising complaints due to lack of awareness of their situation in the workplace e.g. if not out in work, less likely to raise complaint.  Research shows that people considering, going through or having gone through reassigning their gender experience high levels of stress and anxiety. | **Communicate** confidentiality of complaints processes. Aim to reassure that emotional work of seeking resolution will be worth it. Gradually build reassurance through development and communication of case studies.  **Training for Advocate/Mediator** to include showing compassion,  not over-questioning or prying  Trans awareness training. | Louise Davis, Nina Stonelake  Karl Daly | Autumn 2023 | Positive feedback from staff on experience of complaint process |  |
| **Marriage** and/or **civil partnership** | None | None | None |  |  |  |  |
| **Pregnancy** and/or **maternity**, including Adoption | New practices in Resolution Hub (informal, early resolution) means issues less likely to extend into period of maternity/adoption leave.  Focus on informal early resolution of issues should result in less stress. | None | None |  |  |  |  |
| **Race**, including ethnicity and citizenship |  | Cultural differences may result in differences of acceptable behaviours e.g. use of humour, invasion of personal space and lead to possibility of increased misunderstandings between staff. | **Communicate** case studies (on ACAS website) of acceptable behaviours at work  **Training for Advocate/Mediator** to include cultural awareness and anti-racism. | Louise Davis, Nina Stonelake  Karl Daly | Autumn 2023 | Positive feedback from staff on experience of complaint process |  |
|  | Resolution Hub written in English which may create a language barrier for staff that do not have English as their first language. | **Ensure policy and communications written** in plain language.  Consult on language used and test with networks/groups. | Nina Stonelake | Autumn 2023 |  |  |
| **Religion and/or belief**, including those without religion and/or belief |  | Adjustments may need to be made for complaints processes for certain groups e.g. scheduling sessions to avoid clashes with religious observance. | **Training for Advocate/Mediator** to include cultural awareness | Karl Daly |  | Positive feedback from staff on experience of complaint process |  |
| **Sexual orientation** |  | Staff may not feel comfortable raising issues due to lack of awareness of their situation in the workplace e.g. if not out in work, less likely to raise complaint. | **Communicate** confidentiality of complaints processes. Aim to reassure that emotional work of seeking resolution will be worth it. Gradually build reassurance through development and communication of case studies.  **Training for Advocate/Mediator** to include showing compassion,  not over-questioning or prying. | Louise Davis, Nina Stonelake  Karl Daly | Autumn 2023 | Positive feedback from staff on experience of complaint process |  |
| **Other specific group** (e.g., International or Access) | None | None | None |  |  |  |  |

Project manager next steps

Does this Equality Analysis require consultation of 3 or 6 weeks ([chart to help you decide](https://docs.uwe.ac.uk/sites/equality-and-diversity/Documents/Equality%20analysis/Equality%20Relevance%20Chart%20for%20Equality%20Analysis%202019.docx))? 6 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)? Yes

What measure / statistic / data will you use to check if the activity has had a positive, negative, or neutral outcome? Analysis of HR casework and TU casework to determine reduction in formal cases and themes. Analysis of use Dignity and Respect Advocates, Mediators and informal resolution.

When will you review this Equality Analysis? Enter date or project stage suitable to the proposal

Equality, Diversity, and Inclusivity Team Review

The EDI Team has reviewed this Equality Analysis and is satisfied that it is ready for formal consultation

EDI representative: Vicky Swinerd Date: 23 October 2023

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: Catherine Parker

Faculty/ Department/ Service: People and Organisation Development

Date: 23 November 2023

So what?

Consultation and engagement feedback is 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 Equality and

Diversity Unit will be in touch to gather examples of this feedback to share with equality stakeholders. Please add additional rows to the table as

required.

|  |  |
| --- | --- |
| **You said** | **We did** |
| Need transparency on timescales – length of time to resolve issues from start to finish. | Created Grievance Flow Chart |
| Reassure that emotional work of seeking resolution will be worth it. | Development of case studies to provide reassurance. |
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**Please forward an electronic copy to the EDI Team by emailing** [**edi@uwe.ac.uk**](mailto: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.**