**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://intranet.uwe.ac.uk/tasks-guides/Guide/equality-analysis) or contact the Equality, Diversity and Inclusivity Team: [edi@uwe.ac.uk](mailto:edi@uwe.ac.uk).

**Activity Title: Security Restructure**

Project Manager and Contact: Sharon Evans [sharon2.evans@uwe.ac.uk](mailto:sharon2.evans@uwe.ac.uk)and Chris Abbott [chris.abbott@uwe.ac.uk](mailto:chris.abbott@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.

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| **Proposal:**  To change the current structure, of the UWE Security department.  **Why we are making the proposal:**  The restructure allows the implementation of a new operations manager role that will replace the existing team leader role. This will enable us to refocus resources on new and emerging priorities that can better support department needs. Existing roles to be reviewed and Job descriptions will be refreshed to reflect more accurately the duties in posts that have evolved over time. The new roles are required to support the growth of the university and the growing number of people on university campuses in our areas of our delivery. To remove the reliance on single sources of critical functions in the department and ensure succession planning where knowledge and experience is shared and developed.  The changes to the team involve the redistribution of responsibilities into new roles. All the changes represent opportunities for existing staff to develop and gain promotion. There will however need to be a combination of internal and external competitive interviews, for the entirely new roles. Those staff who are unsuccessful will be ring fenced for lower graded roles, pay protected for 4 years. The changes and final structure are scheduled to be confirmed by 31 January 2024. |

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.

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| 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 15 April – 6 May 2024 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?
* 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**

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|  | **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) | **Positive**  New job roles will be available, providing opportunities for job progression and greater engagement with the business of the University.    Staff may need to move team, which will provide opportunities for new networking and interacting with different colleagues.      Training will be given to staff who require it as part of a new or changed role, creating the opportunity for people to enhance their skills.  Changes in line management can bring positive opportunities for both staff member and manager | New jobs can be a source of stress for staff.      Staff may need to move team/desk, being with different people in a different space may cause feelings of stress.  Anxiety created from changes to line reports | Head of Security to clearly communicate the change process to staff and line managers to ensure all staff are supported into their new roles with training, development and relevant support for new roles and aspirations.  All staff to be reminded of the support available through HoS and management team but also HR and EAP and Trade Unions.    Head of Security to make time for 1:1s with staff who request them and provide drop-in sessions for queries / concerns to be raised.    Changes in seating arrangements to be made in consultation with affected staff and team leaders. All staff who move will complete a new Display Screen Equipment (DSE) Risk Assessment Form, as per UWE policy.  Line managers to have open and honest one to ones with their staff about access to work and any adjustments that could be made.  Any reasonable adjustment will be looked at on an individual basis if needed.  Any specific training needs for individual staff as a result of change of job role to be identified.  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.  To avoid conflict anyone who was not successful in gaining a role at interview would be moved into a different team. We would ensure they have one to one meetings to ensure a smooth transition as much as possible.  If anyone was not successful in gaining a role then we would look at moving them into a lower grade but moving teams so they are not then working alongside people they used to line manage. | HoS  HOS and line managers  HoS and line managers  HoS and line managers  HoS and Line managers  Line managers | January 2024  January 2024  January 2024 | 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  Fully inclusive recruitment process to be followed in line with UWE policy. A diverse panel will be in place to remove bias. |  |
| **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.  There is one member of staff who is nearing retirement during this process. There could be concerns about retirement plans for this individual during the restructure. | Head of Security to clearly communicate the change process to staff.  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. | HoS and Line Managers | January 2024 | 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 | Ongoing consultation with staff reference nearing retirement and options and support available. Recommend course on My Learning for nearing retirement. |
| **Disability**, including mental health and non-visible disabilities | If any disability is impaired by the changes, any reasonable adjustments required would be reviewed.  As there is no change to 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. | 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.  Reasonable adjustment to the change process may be required, for instance changes to selection process, more time given for selection tasks and possible interview support if applicable.  Policy and communications need to be in different formats.  Support should also be provided for any new ways of working – Standard Operating Practices.  Managers must work closely with colleagues within the new facility to assess access and accessibility and ensure adjustments are anticipated and implemented  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 | Hos & Line Managers | January 2024 | 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 |  |
| **Women and men** | The majority of staff like the working pattern as it is a positive work life balance, particularly for those with caring responsibilities.  There is currently a lack of female representation in the department so new roles could offer opportunities to increase female representation. | Potential impact in terms of changes in working patterns which may impact those with caring responsibilities.  Female employees may worry that new job descriptions or organisational structures place greater value on some skills or behaviours that are typically associate with men or male traits. | Individual consultation with staff with these challenges in mind.  Current recruitment practices actively encourage female applications in all advertising to address a lack of female representation. | HoS and Line Managers | January 2024 | 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 |  |
| **Trans and non-binary people**, including gender reassignment | The change is an opportunity for [staff training](https://intranet.uwe.ac.uk/tasks-guides/Collection/equality-and-diversity-training-courses) and culture change reinforced by senior team. | Trans and non-binary people in organisations may feel anxious about moving to a new line manager and disclosing personal information.  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  Trans and non binary people may worry about moving to a new line manager or team where their identities may not be respected | Training for managers and colleagues through Learning Development Centre so that we are aware of and mitigate against unconscious bias.  1-2-1 conversations with staff to enable them to feel confident any existing arrangements will be carried over/continued.  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 | HoS and Line Managers | January 2024 | 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 |  |
| **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.  Noting that expectant mothers will require specific induction to a new physical space, including information on where to rest and store expressed milk  Currently no staff who would be breastfeeding but if there are during the consultation phase will take into account.  New shift pattern would not change access to spaces adjustments already in place were anyone to become pregnant or be breastfeeding. | If any member of the team does have extended leave or sickness during the programme of change this can be a source of anxiety and concern that they are out of the loop  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. | Ensure line managers use KIT days to keep staff on long term sick or leave periods informed  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 | HoS and Line Managers | January 2024 | 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 |  |
| **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 people on the basis of their race or ethnicity. | Possible communication challenges due to cultural differences between staff.  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. | All policy and communications will be written in plain language.  As the team is likely to expand, active recruitment approaches to increase the diversity of the team would be enabled, particularly as expansion of Team Leader roles is planned. Engagement with HR will take place as recruitment is required to target underrepresented groups.  Ensure Intercultural communication and unconscious bias training is undertaken by the team and the management structure. Also those included in the recruitment process | HoS and Line Managers | January 2024 | 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 |  |
| **Religion and/or belief**, including those without religion and/or belief |  | 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.  Staff from different cultural backgrounds may have different communication norms. We note that shift patters can impact on the ability to observe prayer times and observe religious festivals throughout the year. | Individual consultation with staff to ensure needs are met with these potential communication challenges in mind.  When allocating work/shifts, be mindful of personal / cultural circumstances, noting the observance of religious festivals for example | HoS and Line Managers | January 2024 | 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 HoS as appropriate |  |
| **Sexual orientation** |  | Possibility of LGBQ+ staff in organisations may be anxious about moving to a new line manager. This group may be concerned about disclosing their sexual orientation to a new manager and gaining the understanding of a new manager. | Individual consultation with staff to ensure needs are met with these potential challenges in mind.  Ensure that appropriate training has been undertaken by line managers and the wider team  If an LGBQ+ 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. | HoS and Line Managers | January 2024 | 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 |  |
| **Other specific group** (e.g., International or Access) | None identified |  |  |  |  |  |  |

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| **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) | | | **Yes** |  |
| 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 | | | |

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| **5. Equality and Diversity Unit Review** | | | |
| The Equality and Diversity Unit has reviewed this Equality Analysis and is satisfied that it is ready for formal consultation | | | |
| Equality and Diversity Unit representative | Bek Rengel | Date | 08/02/2024 |

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| **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 |  |
| Faculty / Department / Service |  |
| Date |  |

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| **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 Equality and Diversity Unit  will be in touch to gather examples of this feedback to share with equality stakeholders. | |
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| **You said** | **We did** |
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**Please forward an electronic copy to the E&D Unit by emailing** [**EqualityandDiversityUnit@uwe.ac.uk**](mailto:EqualityandDiversityUnit@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.**