



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: Sport Re-org

Project Manager and Contact: Alex Isaac Alex.Isaac@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 change the current structure, of the UWE Bristol Sport department

Why we are making the proposal:

The re-org allows existing roles to be reviewed and to refocus resources on new and emerging priorities that can better support department needs. 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 areas of our delivery. Covering critical areas of vacant posts will be through a

combination of absorbing elements into revised roles and the creation of those new posts to ensure service standards are not sacrificed. 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. To develop a multi skilled and flexible workforce with roles holders trained and able to perform a number of functions to support the department.

The changes to the team involve the redistribution of responsibilities into new roles created from the vacancies of departed staff. All the change represent opportunities for existing staff to develop and gain promotion. No redundancies are forecast, however there will need to be a combination of internal competitive interviews, competency interviews for assimilated posts and the recruitment through external competitive interviews for entirely new roles. The changes are scheduled to be complete by Friday 4th September 2023.

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.

Feedback has been gathered from Team Members experiences of the sports department. Exit interviews with departing team members. In addition, workshops were facilitated with the team and stakeholders by colleagues within Sport.

Meetings held with:

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

Following the above meetings, the staff consultation period will run from Monday 1st May to Monday 22nd May 2023. 1:1 meetings and 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 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)	Positive New job roles will be available, providing opportunities for job progression and greater engagement with the business of the University.	New jobs can be a source of stress for staff.	Head of Sport to clearly communicate the change process to staff and line managers to ensure all staff are supported into their new roles	HoS	June 2023	All staff impacted feel listened to, consulted with and have received responses to queries and concerns	

			<p>with training, development and relevant support for new roles and aspirations.</p> <p>All staff to be reminded of the support available through HoS and management team but also HR and EAP</p> <p>Head of Sport to make time for 1:1s with staff who request them and provide drop-in sessions for queries / concerns to be raised.</p> <p>Changes in seating arrangements to</p>	<p>HOS and line managers</p> <p>HoS</p>	<p>June / July 2023</p> <p>June – Sept 2023</p>	<p>they have raised. All staff impacted feel they have received full support through the transformation.</p> <p>That adjustments are made where reasonable, effective and appropriate</p>	
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	<p>Staff may need to move team/office/desk locations, which will provide opportunities for new networking and interacting with different colleagues.</p>	<p>Staff may need to move team/desk location/machine location: being with different people in a different space may cause feelings of stress.</p>	<p>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.</p> <p>Any specific training needs for individual staff as a result of change of job role to be identified.</p> <p>Head of Sport to signpost the University's Employee Assistance Programme (EAP) so staff can seek</p>	<p>Line managers</p>	<p>Sept 2023</p>		
	<p>Training will be given to staff who require it as part of a new or changed role, creating the opportunity for</p>	<p>Line Managers to have open and honest one-to-ones with their staff</p>		<p>Line managers</p>	<p>Sept 2023</p>		

	<p>people to enhance their skills.</p> <p>Changes in line management can bring positive opportunities for both staff member and manager</p>	<p>about access to work and any adjustments that could be made.</p> <p>Anxiety created from changes to line reports</p>	<p>support as required.</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</p>	<p>HoS and Line managers</p> <p>Line managers</p>	<p>Sept 2023</p> <p>Sept 2023</p>		
<p>Age (older people, younger people)</p>	<p>Both older and younger staff have potentially different needs in relation to staff training, development and relevant support for</p>	<p>Staff closer to retirement may require additional support to adjust to new roles or ways of working.</p>	<p>Head of Sport to clearly communicate the change process to staff.</p>	<p>HoS and Line Managers</p>	<p>July – Sept 2023</p>	<p>All staff impacted feel listened to, consulted with and have</p>	

	<p>new roles and aspirations.</p>		<p>Line managers to invest appropriate time in individual team members according to their needs.</p> <p>Individual consultation with staff to ensure needs are met with these challenges in mind</p>			<p>received responses to queries and concerns they have raised.</p> <p>All staff impacted feel they have received full support through the transformation.</p> <p>That adjustments are made where reasonable, effective and appropriate</p>	
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<p>Disability, including mental health and non-visible disabilities</p>	<p>This staff group would be likely to have existing adjustments pertaining to current roles, and in any such case these would need to be revisited in relation to any new or revised roles and the changed physical environment, with a concomitant need to ensure appropriate disability contact and support structures maintained during change processes.</p> <p>Car parking available near location of office space with sufficient spaces for those working shifts, inc. accessible spaces</p>	<p>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.</p> <p>Certain groups of disabled staff (i.e. blind, dyslexic) could experience problems accessing communications in various forms.</p> <p>Managers must work closely with colleagues within the</p>	<p>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</p> <p>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</p>	<p>Hos & Line Managers</p>	<p>July – Sept 2023</p>	<p>All staff impacted feel listened to, consulted with and have received responses to queries and concerns they have raised.</p> <p>All staff impacted feel they have received full support through the transformation.</p> <p>That adjustments are made where</p>	
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		new facility to assess access and accessibility and ensure adjustments are anticipated and implemented				reasonable, effective and appropriate	
Women and men	Potential impact in terms of changes in working patterns which may be more likely to impact female staff - have caring responsibilities.		Individual consultation with staff with these challenges in mind.	HoS and Line Managers	July to Sept 2023	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		Trans and non-binary people in organisations may experience negative impact due to moving to a new line manager. This group may need to disclose their reassignment status to a new manager and gain the understanding of a new team.	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	HoS and Line Managers	Sept 2023	All staff impacted feel listened to, consulted with and have received responses to queries and concerns they have raised.	

		<p>Trans and non-binary people can experience negative impact due to having a new line manager if arrangements for leave and other process related to transitions are not promptly put in place</p> <p>Trans and non binary may worry about moving to a new line manager or team where their identities may not be respected</p>	<p>feel confident any existing arrangements will be carried over/continued.</p> <p>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</p>			<p>All staff impacted feel they have received full support through the transformation.</p> <p>That adjustments are made where reasonable, effective and appropriate</p>	
Marriage and/or civil partnership	No specific impact other than for "All Groups" above.						

<p>Pregnancy and/or maternity, including Adoption</p>	<p>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</p> <p>Currently no staff who would be breastfeeding but if there are during the consultation phase will take into account.</p> <p>New shift pattern would not change access to spaces adjustments already in place were anyone to</p>	<p>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</p>	<p>Ensure line managers use KIT days to keep staff on long term sick or leave periods informed</p> <p>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</p>	<p>HoS and Line Managers</p>	<p>July – Sept 2023</p>	<p>All staff impacted feel listened to, consulted with and have received responses to queries and concerns they have raised.</p> <p>All staff impacted feel they have received full support through the transformation.</p> <p>That adjustments are made where</p>	
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	become pregnant or be breastfeeding.		needed. Ensure invites to key events are forwarded and attended as KIT days			reasonable, effective and appropriate	
Race , including ethnicity and citizenship	<p>The team is represented in terms of race.</p> <p>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.</p>	<p>Possible communication challenges due to cultural differences between staff.</p> <p>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.</p>	<p>All policy and communications will be written in plain language.</p> <p>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</p>	HoS and Line Managers	July – Sept 2023	<p>All staff impacted feel listened to, consulted with and have received responses to queries and concerns they have raised.</p> <p>All staff impacted feel they have received full support through the</p>	

			<p>place as recruitment is required to target underrepresented groups.</p> <p>Ensure Intercultural communication and unconscious bias training is undertaken by the team and management structure.</p>			<p>transformation.</p> <p>That adjustments are made where reasonable, effective and appropriate</p>	
<p>Religion and/or belief, including those without religion and/or belief</p>		<p>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.</p>	<p>Individual consultation with staff to ensure needs are met with these potential communication challenges in mind.</p>	<p>HoS and Line Managers</p>	<p>July – Sept 2023</p>	<p>All staff impacted feel listened to, consulted with and have received responses to queries and</p>	

		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.	When allocating work/shifts, be mindful of personal / cultural circumstances, noting the observance of religious festivals for example			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 appropriate	
Sexual orientation		Possibility of LGBTQ+ staff in organisations experiencing negative impact due to moving to a new line	Individual consultation with staff to ensure needs are met with these	HoS and Line Managers	July – Sept 2023	All staff impacted feel listened to, consulted	

		<p>manager. This group may be concerned about disclosing their sexual orientation to a new manager and gaining the understanding of a new manager.</p>	<p>potential challenges in mind.</p> <p>Ensure that appropriate training has been undertaken by line managers and the wider team</p>			<p>with and have received responses to queries and concerns they have raised.</p> <p>All staff impacted feel they have received full support through the transformation.</p> <p>That adjustments are made where reasonable, effective and appropriate</p>	
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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	No
What measure / statistic / data will you use to check if the activity has had a positive, negative or neutral outcome?	Use of a dashboard report to record the progress of actions in the EIA		
When will you review this Equality Analysis?	During the consultation period the Steering Group will consider the EA on a continuous basis		

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	Bec Rengel	Date	15/06/2023

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	Alex Isaac
Faculty / Department / Service	UWE Bristol Sport
Date	21.06.2023

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.

You said	We did

Please forward an electronic copy to the E&D Unit by emailing 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.

