

Equality Analysis: Template Form

This form supports you to undertake an equality analysis of the policy or change you are proposing to ensure meaningful consideration of the various impacts it may have on different groups within our diverse community. Please refer to the [Equality Analysis Guidance document](#) to support you to complete this exercise. Depending on the change you are considering, this form can be adapted to best fit the scale of your analysis.

Throughout this guidance the term 'policy' is used to include a wide range of activities, for example processes, procedures, projects and initiatives.

Policy Title	Dept W restack
Purpose	<p>Three-fold:</p> <ol style="list-style-type: none"> 1. To create neighbourhoods for the Faculty PS teams 2. To introduce hot desks (non-bookable) for staff who have expressed a preference for this, given their patterns of work 3. To improve the collaboration spaces and provide additional spaces for meetings of up to 4 staff
Equality Analysis Lead(s)	Emm Barnes, Change Project Manager, Estates Development
Policy Sponsor (if applicable)	Sharon Ellis, Chief Operations Officer
Date of equality analysis	Analysis expected to be completed end October 2024
School/Institute/Department	Multiple PS teams

Is the policy new or existing?	Revision to existing ways of working for most users; new way of working for the Faculty PS teams
Has the policy previously been subject to equality analysis?	Yes conducted in February 2022
If so, what are the main changes since the last analysis?	Additional staff teams coming into scope (30-40 people)
Committee/group giving formal approval (if applicable)	Dept W Change Champions leading the work, with PSLT to be notified

1. Consider your approach to undertaking equality analysis.

This is an opportunity to consider how you will approach your equality analysis; who are your key stakeholders and who needs to be involved, how will you embed the equality analysis into the wider decision-making process, what scale of impact do you anticipate?

The Dept W Change Champion network was reinvigorated in March 2024 when the PS leadership of QMUL first asked that Estates Development consider the three aims of this project. Members from the Faculty PS teams were added and the group have been consulted on proposed changes to the collaboration areas. The Directors in PSLT have been the consultees for the development of proposals to meet the first two aims (creating areas for new teams and adding hot desks). The Change Champion network were involved in the initial EIA and it is proposed to invite this group to revisit the analysis and in particular

- Consider any impacts on the new teams
- Consider any impacts from introducing hot desks
- Consider any impacts from changing the furniture in the collaboration areas.

Budget for the changes was approved in September 2024 and the changes are scheduled to be made in November 2024. The proposed approach is to seek Change Champion network input on the approach in mid September (13 September meeting scheduled), gather data on staff in scope, and hold a workshop with network members in October 2024 to review whether there are any expected negative or positive impacts from the restack. The initial EIA identified expected positive impacts for staff with disabilities, and this exercise will additionally allow us to check back with colleagues to see if this has been the case.

2. Supporting Queen Mary's Values and Strategy 2030

- How does this policy demonstrate Queen Mary's [Values in action](#)?
- What opportunities are there for this policy to progress positive impact across protected characteristics and beyond?
- How does it support the aims of Queen Mary Strategy 2030, including our mission to be the most inclusive university of our kind

The Dept W way of working, and the Dept W Change Champion network, foreground and strengthen our **collegiality**. The Change Champion network, with the EDI team, conducted an EIA in 2022 looking not only at the specific Dept W building, but also activity-based working as a set of principles and as a 'kit of parts' (the different styles and functions of working environments) that the university planned to include in future 'new ways of working' schemes. This helped members of the network, and the teams from which they come, put into action the values of being **proud** of the difference we can make working together, and being **inclusive** by ensuring that all staff could flourish in the new space.

Extending the offer of this high-quality working space to additional teams extends the positive impact of our new way of working. Improving the collaboration areas, to better suit diverse working practices and preferences and to support small group meetings, likewise allows us to take the benefits of the new way of working further.

The introduction of hot desks as a new type of working space is an example of our being **ambitious**, experimenting with new approaches.

3. Evidence and information

Consider what sources of information you will need to undertake your equality analysis. You should consider both quantitative and qualitative information and must consider the protected characteristics listed below as a minimum. You should consider what information is already available and whether any additional data is required.

The potential impacts you anticipate the policy may have should inform your approach.

For this exercise, we need quantitative data for the staff teams who will be based in Dept W, as there has been expansion and change in teams already based in the building and there are new teams joining the community using the space.

We will also need qualitative feedback from staff about how well the building is meeting staff needs. For this, we can draw on staff engagement survey data, and gather experience via Change Champion networks and staff forums. Further focus groups can be held if there is interest from staff.

4. Engagement and qualitative data

- What engagement exercises have taken place already?
- What do the findings show? How will these inform the proposed policy?
- Is any further engagement required to inform your assessment of potential impacts?

The Change Champion network have access to the 2022 EIA that was conducted (with quantitative data on staff population redacted given the numbers in some categories of staff are very small and there is a risk of identifying individuals). This will help network members reflect on what may have changed, and how best to assess experienced and expected impacts.

The 2022 EIA showed there were no negative impacts on staff with any protected characteristics, and that were positive impacts in Dept W:

- Disability: dimmable lights to mitigate sensory impact, contemplation space for quiet respite, first aid room for dispensing medicines
- Gender reassignment: increased access to inclusive facilities
- Pregnancy and maternity: feeding and expressing space provided for parents

- Race: increased visibility of diversity in the workforce
- Religion: contemplation space created, places of worship nearby.

In 2023, the staff survey question 'our physical working environment is enjoyable to work in' showed that all central PS teams based in Dept W had above median positive scores, and all central PS teams located in other buildings had below median positive scores. Given the positive impacts of Dept W, negative impacts from the restack are not expected, but it is important to review the assessment to ensure that increasing building users, introducing hot desks, and altering the collaboration areas do not introduce negative impacts.

A group of PS staff from across the teams impacted by working in Dept W met on 23 October to conduct an equality impact assessment, with fresh data from the Gold staff EDI dashboard, based on snapshot data from the most recent update (31 October 2023). This provides an evidence-base with which a population, and their needs, can be analysed. Data relate to headcount not FTE. Only those teams who are based in Dept W were included. Not all protected characteristics have reportable quantitative data at QMUL. The group considered data on staff by disability, sex, ethnicity, and sexual orientation. These data are pasted below. Staff groups of small size (SPO and SDO) are not shown separately in order to avoid sharing identifiable data. Note that the disability disclosure rate is far lower than one would expect (6% as compared to 23% expected).

In scope teams

Estates & Facilities		Human Resources		Research Services
Capital Development		Employment Services and Information		Business Development
EAF Directorate Office		HR Directorate Office		Doctoral College
Strategic Space		Organisational Effectiveness		Joint Research Management Office
External Relations		IT Services		Strategic Planning Office
Admissions		Change Delivery		SPO
Communications		Office of CIO		Strategy Delivery Office
DDAE		Platforms		SDO
External Relations Office		Research		Student Experience
Global Engagement		Solutions Development and E Learning		Careers and Enterprise
Marketing and WP		Principal		Registry Services
Finance		Health & Safety		SE Directorate Office
Financial Controls and Systems		Principal		Faculty Team
Financial Management		Queen Mary Academy		HSS Management & Administration
Procurement				S & E Management & Administration
Governance & Legal Services				Vp Health's Office
Council and Academic Secretariat				
Governance and Legal Services				

Disability status

Data redacted

Ethnicity data

Data redacted

Sex data

Overall for whole Dept W population

Data redacted

Sexual orientation

Overall for whole Dept W population

Data redacted

Observations

The group noted that the contemplation room is not well known by teams working on other floors and therefore the restack provides us with an opportunity to communicate that this room is available. Dept W also has a first aid room which is again not well known amongst all users, and we can seek to increase awareness of its purpose.

The group also noted that when the building first opened, staff were provided with headphones. Headphones are supposed to be a part of the standard new starter pack. Some staff currently do not have one and the group is keen to identify a solution that supports all staff in Dept W to access this provision. We identified that **staff lacking headphones can request one from the ITS service desk.**

The group suggested that the **top shelves of the two ground floor fridges be labelled 'for vegetarian food only.'** Labels are expected to be in place by the end of November 2024.

The group noted that inductions for new building users are not always delivered, and there are no refresher inductions. Within neighbourhoods, there is no information about who sits where, and there is no signage in the building about which team is based where. The colleague charter has recently been updated and it is important to regularly remind staff of the etiquette of working in this space. **Some form of signage to help staff locate the right team / person would also be very useful.** The space planning team will be asked to produce this.

We also felt that **providing the building manager with access to a digital screen** would help with addressing many FAQs and promoting building facilities, and this is something for which we are advocating.

5. Assessment of potential impact on different groups

- The list below follows the legal framework of the Equality Act 2010 and the groups protected within it as well as additional groups whose needs should be considered. You can add any additional groups to this list where relevant.
- Consider both **negative** and **positive** impacts here
- Please consider intersectionality throughout your assessment

Characteristic <i>(Characteristics in bold reference those which are protected under the Equality Act 2010)</i>	Impact identified	Rationale
	<ul style="list-style-type: none"> - Negative - Positive - Neutral/non identified 	<ul style="list-style-type: none"> - What data or information has informed your assessment of impact

Age	Neutral	The building offers diverse working environments and a wellbeing room which can support staff facing age related wellbeing needs.
Disability	Positive	The diverse work settings, collaboration areas, wellbeing room, and first aid room all provide opportunities for staff to navigate the working environment in ways which support their health. The building contains level floors, ramps, lifts, and hearing loops throughout.
	Neutral	There is a need to ensure all staff can access headphones.
	Negative	The lack of any fixed PCs or loan laptops in Dept W means staff need to carry laptops if / when moving between campuses, which negatively impacts staff with disabilities or long-term health conditions that limit ability to carry laptops between sites.
	Negative	There is no record of all staff who have reasonable adjustments which means it is challenging for line managers to proactively arrange for these to be in place when people join or move over between teams or between campuses, including whenever there is an adjustment to the team locations within Dept W. A review is presently underway examining how QMUL might improve reasonable adjustment processes.
Marriage and Civil Partnerships	Neutral	No negative, or positive, impacts identified.
Race & Ethnicity <i>(including nationality and citizenship)</i>	Neutral	No negative, or positive, impacts identified.
Religion or belief	Positive	The contemplation room is multi-faith appropriate and can be used for prayer. The University's chaplaincy provides links to local faith spaces.

		The café offers diverse food offerings.
Pregnancy and maternity	Positive	The building contains a first aid room equipped with a chair and a fridge to storing expressed milk.
Sex <i>(The Equality Act 2010 defines 'sex' as relating to male and female)</i>	Neutral	The toilet provision ideally could reflect the proportion of staff of each sex on each floor. The present restack does deliver this.
Sexual Orientation / LGBTQIA+	Neutral	No negative, or positive, impacts identified.
Trans and non-binary people <i>(The Equality Act 2010 uses the term 'Gender Reassignment')</i>	Positive	Increased access to inclusive toilet and wash facilities.
Caring responsibilities	Neutral	No negative, or positive, impacts identified, separate from those for pregnancy or maternity as covered above.
Socio-economic background or status	Neutral	No negative, or positive, impacts identified.
Menopause	Neutral	Dept W does not have opening windows and some of the meeting spaces become very hot. The University menopause hub provides some suggestions to help staff manage their symptoms.
<i>Add any additional groups here</i>		
6. Action plan to eliminate or reduce adverse impact. <ul style="list-style-type: none"> - The template below allows you to identify specific actions to address any negative impact that you have identified through your assessment. - Negative impact should be address before the policy is put into place. - This may include actions already undertaken since the beginning of this equality analysis exercise. 		
Impact identified	Action planned	Timeframe

Negative impact on disabled staff through requirement to carry laptops.	Communication campaign to encourage staff who have to work between campuses and who have occupational health reports stressing that they should not carrying weight between sites to follow the reasonable adjustment process and request provision of an ultra lightweight machine, or a supplementary machine to store in Dept W and provision of a locker.	January 2025 to launch communication campaign.
Negative impact on staff from there being no central store of intelligence abouts staff members' agreed reasonable adjustments.	Process review underway examining the reasonable adjustments process; this group's strong support for some team to take ownership for collating this information to be conveyed to process review team.	First quarter 2025 for output of process review (expected to include policy change recommendations as well as process 'quick wins').
7. Decision		
Is the policy ready for implementation:	YES ✓	NO
Equality analysis reviewed by (e.g., relevant governance group):	Dept W Change Champions PS EDI Committee PSLT	
If "No", what action will be taken?		
8. Monitoring and Review		
<ul style="list-style-type: none"> - How will you monitor the impact of your project once it has been implemented? - Include date for review and person(s)/group/committee responsible 		
A) Change champions network to be re-convened in whole-group meeting to reflect on restack in first quarter of 2025. B) Change champions to be asked to contribute to review of effectiveness of proposed mitigations in second quarter of 2025.		
Date for review	A) March 2025 B) June 2025	
Person responsible	Emm Barnes, Change Project Manager	
Relevant committee(s)/working group(s)	Dept W Change Champions Network PSLT to receive update on outcomes	

Please share your completed equality analysis with the EDI Team by sending this form to hr-equality@qmul.ac.uk

Appendix 1: Space to record the data that has been used in this equality analysis exercise.

Staff data pasted above in section 4.