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Transforming Workplaces Programme – Equality Impact Assessment Summary

Introduction

SNH's is delivering new ways of working across our offices through our Transforming Workplaces Programme (TWP) SNH is aligned to the Scottish Government's (SG) direction of travel for developing Smarter Working across the public sector and has adopted similar approaches and Guiding Principles.

Evolving Smarter Working involves significant change for both individuals and their teams/units. The programme supports the vision for our organisation, which is set out in the Corporate Plan and contributes to the Outcome 'Transforming How We Work'. TWP is linked to Workforce Planning and better Information Management. There is a growing need for the organisation to become more flexible and responsive to changing demands.

Previously SNH's office provision was modelled on practices which assumed that most work would be desk based and that there would be a dedicated desk per individual with some people volunteering to give up their desks and be 'agile' (delivering space reduction). This approach resulted in a two tier service for staff and agile workers were reverting back to allocated desks.

Early in 2018 Senior Leadership Team renewed the commitment to retain a geographic presence across Scotland whilst reducing space to deliver cost savings and reduce our carbon emissions. The Transforming Workplaces Programme is providing further improvements to workspaces and rolling out laptops to enable colleagues to evolve Smarter Working. These changes to working practices aim to improve the work/life balance and health and wellbeing of our people.

Our commitments

We are committed to:

- making our workspaces more flexible and embedding Smarter Working
- replacing PCs with laptops
- getting the best value we can from the costs of running our offices
- increasing the range and number of different work spaces in our offices
- increasing the number of sit/stand desks in "our workspaces " for everyone to use

What we have done

Transforming Workplaces Programme:

- Has Guiding Principles which promote a change to “Our Workspace” and greater flexibility across the organisation
- Is rolling out a Laptop First approach where individuals are given a laptop, unless there is a specific case to maintain a desktop (e.g. if specific software is required or other medical reasons)
- Promotes a consistent look and feel for the organisation
- Encourages a range of workspaces in our offices and promotes equal access to touchdowns and breakout spaces (i.e. space is available for all colleagues using the buildings) and IT facilities such as VC.
- Is developing a range of guidance to support users in evolving Smarter Working.
- Is working with IS colleagues to review the Wi-Fi provision in our offices
- During the redesign of offices, considers improving multi-faith and contemplation facilities
- Is working with Area Managers leading local office projects to ensure that any specific needs are catered for during moves, taking into account existing Occupational Health and Safety requirements for individuals in areas (which may include the requirement for a specific desk to be fixed to an individual when they are in the office but useable by others when they are not)

What if colleagues have issues in a Smarter Workplace?

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If colleagues have an issue after moving to their new space then in the first instance they should speak to their line manager. If required, and depending on the issue, individuals/managers can then contact:

- Area Manager leading the local office changes
- The TWP team supporting the local office project
- Human Resources Unit for Occupational Health and Safety. Any recommendations from a DSE (display screen environment) assessment will be implemented to ensure no adverse effects from working in a Smarter area

Key Links

- The Transforming Workplaces Hub on the intranet has a lot of information to help guide colleagues through the changes.
- There is a communications framework that local projects use to tailor local staff engagement.

Equality Impact Statement and Protected Characteristics

The Smarter Workplaces Programme affects individuals across a range of buildings and will impact colleagues in different ways. This Equality Impact Statement is a live document that notes how Smarter Workplaces is addressing each Protected Characteristic both generally and where appropriately, specifically in each building.

Protected characteristic	Impacts	Specific Modifications
Age	<p>Elderly relatives or child care responsibilities mean that individuals could have multiple caring responsibilities (e.g. elderly parents and childcare).</p> <p>Individuals with caring responsibilities may have an alternative working pattern, which means they may start or finish later than the majority of individuals in the organisation.</p> <p>Older colleagues may also experience more age-related health issues.</p>	<p>The programme works with HR and Occupational Health and Safety as well as local DSE assessors to ensure that individual needs are catered for when redesigning offices for Smarter Working (e.g. lockers at the right height, lumbar support on chairs if required, ability to adjust height of desk).</p>
Disability - general	<p>The layout can be modified where required to meet any requirements around specific disability issues.</p> <p>Where required specialist software will be installed on users devices and IS and HR/Occupational Health & Safety works with the user to ensure that they are not adversely affected by the changes brought in.</p> <p>Where specialist assistive software is unable to be hosted on a laptop then individuals will still have access via a PC.</p> <p>The programme is rolling out height adjustable desks, which will replace the requirement for the majority of Varidesks in future roll outs.</p> <p>Colleagues with disabilities may have an alternative working pattern, which means they may start or finish later than the majority of individuals in the organisation.</p>	<p>Where colleagues have a specific reasonable adjustment we work directly with the individual, the HR/H&S adviser and the Diversity & Equality team to ensure that we are able to identify and remove any negative impact changes to their workspace may potentially have.</p> <p>Examples of these are:</p> <ul style="list-style-type: none"> • High quality fully adjustable chairs available to all colleagues, which can have additional lumbar support fitted, which exceeds minimum requirements for chairs • Continuation of specific chairs/footrests for colleagues where highlighted by a DSE assessment • Access to raised desks where highlighted by a DSE assessment • Individual-specific modifications based on DSE assessment and conversations with Occupational Health (through our internal

		<p>colleagues or an external provider, where required)</p> <ul style="list-style-type: none"> • In some cases the set-up of fixed desks for individuals with very specific requirements. • Larger sanitary bins added to the accessible toilets, where space permits, to allow for the disposal of larger items.
Disability - physical	Space planning ensures that a wheelchair can safely navigate the new layouts and fire tracks (highlighting fire escape routes) are visible and contrasted against the carpet.	As above
Disability - mental	Working with HR/Occupational Health & Safety over how Mental disabilities can be catered for a Smarter Working office.	<ul style="list-style-type: none"> • Individual-specific modifications based on DSE assessment and conversations with HR/Occupational Health & Safety professionals (through our internal colleagues or an external provider, where required) • In rare cases the set-up of fixed desks for individuals with very specific requirements
Disability - hidden	Working with HR/Occupational Health & Safety over how hidden disabilities can be catered for within a Smarter Working office	<ul style="list-style-type: none"> • Individual-specific modifications based on DSE assessment and conversations with HR/Occupational Health & Safety professionals (through our internal colleagues or an external provider, where required) • In rare cases the set-up of fixed desks for individuals with very specific requirements
Gender reassignment	Recognises that there are people of various genders and identities using our buildings. Where possible, implementation of gender neutral toilets across the programme.	
Marriage and civil partnership	No change to how policy on this area is implemented.	
Pregnancy and maternity	No change to how policy on this area is implemented. No reduction in space for nursing mothers during renovation work.	Individuals will be supported by HR/Occupational Health & Safety and their line managers during this period to determine any additional requirements (e.g. locker height, additional lumbar support). This will be on a case-by-case basis. Individual requests should be raised through the normal DSE assessment route.

Race	No change to how policy on this area is implemented.	
Religion or belief	Refreshing, and where possible, improving the multi-faith, ablution facilities and contemplation spaces within the buildings to be used by all religions, beliefs and non-beliefs.	
Sexual orientation	No change to how policy on this area is implemented.	

Non Specific Smarter issues that need to be addressed by the wider organisation

Feedback shows that we need to focus on:

- The role of line managers in supporting colleagues with current adjustments when moving to new space.
- Supporting managers and colleagues to carry out stress risk assessments.
- More support is needed when individuals move around how to manage teams/individuals remotely.
- More support is needed for line managers for managing individual needs, especially around mental health issues.
- How teams manage the use of “Our shared works space” when there are hidden disabilities and mental health issues.
- How the organisation can deal with colleagues who do not wish to disclose their condition but may need modifications in place and where should the responsibility for this lie?
- How colleagues/teams can manage anxiety in the workplace, especially around the question of shared desks.
- Whether to do a wholesale replacement of a varied range of chairs with different adjustments with a standard, easy to adjust task chair.
- How colleagues are supported generally to embed Smarter Working.

Next steps

As Transforming Workplaces Programme continues we will continue to review this Statement to ensure that the protected characteristics are taken into account during design phases as well as implementation.

Any lessons highlighted from previous stages will be used to update this statement as well improve our processes.

**Transforming Workplaces Steering Group
April 2018**