

**Organisation and People
Development
DWP HR**

Learning and Development Cost
Savings (July 2010)

Equality Impact Assessment

Equality impact assessment for DWP Talent and Resourcing savings (July 2010) with the Learning and Development Budget

Purpose and aims of the savings in DWP Talent and Resourcing budgets

Introduction

1. DWP Talent and Resourcing was asked as part of Organisation and People Development (OPD) to support the Department's savings in Learning and Development as part of the Government's cost reduction programme. Talent and Resourcing as DWP Centre of Expertise holds budget for a number of development programmes run pan-DWP as well as the DWP Fast Stream. Savings achieved will be handed back to the Department.

2. Efficiency savings totalling £545,000 have been achieved in 2010/11. These savings were made from cutting, cancelling or deferring programmes, reducing spend on bursaries and on external venues.

Consultation and involvement

3. The changes impact internal staff and processes and there is no direct measurable impact to DWP customers (i.e. the public).

4. OPD Talent and Resource Management evaluated and assessed internal work plans and determined where savings could be realised. The methodology for assessing the cuts and research undertaken did not involve external stakeholders and employees. Instead it relied on experienced OPD managers with sound experience in managing the various programmes. External stakeholders (including employees) were not canvassed as this risked not meeting the deadlines for budget savings and issues around the debate around some of the cuts.

5. The savings have been identified by summary heads against workplan deliverables in the 10/11 year. This has largely been saved by removal of external provision and by bringing some functions in-house. Additional savings have been realised by cancelling programmes, removing guest speakers from events and by reducing spend on hiring external venues.

6. Information on the savings achieved have been shared with HRET, stakeholders and wider staff impacted e.g. Fast Stream staff.

Talent and Resourcing programme coverage

7. To help with the assessment below a number of programmes are explained here as background.

- Fast Stream is a civil service wide graduate recruitment and development programme. Whilst it is "owned" by the Cabinet Office, each Department is responsible for overseeing postings, development and managing assignments.

- Reach is a 'positive action' programme and is part of Talent Management. The Reach initiative provides development opportunities aimed at disabled and ethnic minority staff who have the potential to progress within DWP. As such, DWP is taking positive action to support disabled and ethnic minority staff permitted under the previous Disability Discrimination and Race Relations Acts and now the Equality Act 2010. Discriminatory practices in the past mean that these groups were excluded and even though they are now treated inclusively both legally and in our policies/practices the effect of past actions has led to under representation.
- Summer Placement and Summer Development Programmes are two programmes operated and promoted by the Cabinet Office offering short term opportunities for disabled and ethnic minority staff respectively. DWP is invited to participate and, as such, is demand-led according to opportunities identified at a local and Business Unit level. The programmes are to promote the Civil Service as an employer of choice.
- Emerging and Executive Talent Programmes are talent development programmes for Grade 6/7 staff and SCS payband 1 respectively.
- Aspire was being designed as a development programme for SEO grade staff.

Impact of DWP Talent and Resourcing savings (July 2010)

Disability

8. **Summer placement scheme.** DWP has maintained its 2010 commitment to this Cabinet Office managed programme supporting disabled summer placements. No adverse impact in providing their reasonable adjustments and Line Managers provided necessary equipment.

9. Future activity in the programme will be considered when the Cabinet Office invites participation which is demand-led from the DWP organisation. DWP will undertake an Impact Assessment should it be decided that participation be reduced significantly.

10. **Fast Stream.** Training provision to Fast Stream staff is being maintained. There is no adverse impact in Fast Stream training provision in respect of disabled staff which is being maintained. DWP maintains its commitment to provide continued delivery of Fast Stream core learning and National School for Government provided courses and interventions.

11. **Reach Programme.** DWP is continuing with the Reach Programme 2009 and the 2010 programme. Reach treats disabled people more favourably under the provision of the Equality Act. Decisions concerning running a 2011 programme have not been taken. Should the programme be curtailed or dropped this will require special review and EIA particularly as it is a positive action programme and in terms of impact on this group.

12. Planned **ASPIRE** Programme. Cancelling the ASPIRE programme (which was at the high level planning stage and little had been communicated) will not impact on disabled staff any more than non-disabled staff.

13. **Emerging/Executive programmes.** There is no adverse impact on staff on emerging or executive talent programmes. Executive and Emerging Talent programmes will receive less external development opportunities and focus on development internally provided within DWP. This will not impact the cohort in terms

of disabled candidates in terms of accessing learning and development opportunities using reasonable adjustment policy.

14. Removing funding for future management development programmes will not impact the Department's operational delivery objectives. Nor does the removal impact under-represented groups.

Gender

15. **Summer placements.** There has been no gender impact identified as the programme is not to target by-gender.

16. **Fast Stream.** There is no identified direct or indirect negative impact on Fast Stream participants on the basis of gender. All Fast Stream staff have the same access to Learning and Development interventions.

17. **Reach Programme.** No impact (as programme is not gender-specific) in continuing 2009 cohort and in the launch of 2010's programme. Impact would be factored in to any strategic change for the programme in 2011.

18. Cancelling **ASPIRE** will not have an adverse impact on gender. The programme was not targeting equalising opportunity amongst the grade-group or aimed at eliminating past inequality.

19. **Emerging and Executive.** There is no impact on the reduction in spend as programmes are not positive action programmes in any way and therefore do not affect one gender more than another.

Race

20. **Summer placements.** DWP has maintained its 2010 commitment to the Cabinet Office programme supporting ethnic minority summer placements. No adverse impact is identified and future provision will be considered in due course and after completion of 2010 programme. DWP will undertake an Impact Assessment should it be decided that participation be reduced significantly.

21. **Fast Stream.** There is no impact on Fast Stream in reducing Learning and Development costs. People in earlier cohorts should have already undertaken the courses and later cohorts may miss out on additional developments, for example, working outside DWP – it is not perceived that this will negatively impact a minority group of Fast Stream staff but this will be monitored via FS Focus Groups and network meetings.

22. Staff may book National School for Government courses and Learning and Development interventions but wider opportunities for development will be curtailed. It is not expected that there is any direct or indirect discrimination in this reduction – the outcome is the same regardless of candidate background.

23. **Reach** - Planning continues for 2009 Reach closure event. There is no impact on the event – nor with people of different racial groups within the programme.

24. **Reach** – 2010's Reach intake continues and there is no impact on this programme's planning, numbers and activities. Budget savings represents removal of guest speakers and venue hire. However more detailed assessment will need to be taken if future programmes are curtailed or abandoned in terms of the strategic aim

(tackling previous imbalances etc) of Reach and its place in the Department as a positive action programme.

25. Removing **ASPIRE** from the workplan will not have an adverse impact on race. The programme was not strategically targeting equalising opportunity amongst the grade-group or aimed at eliminating past inequality.

Equality Act 2010

26. As a result of the Equality Act 2010, we have also impacted wider aspects:

- **Summer placements.** This programme is not targeting any of the specific groups covered in this Act. As such no discrimination will take place in marketing or the assignment of people in to DWP posts.
- **Fast Stream** staff tend to be at the younger-end of the age spectrum. Training and support for Fast Stream staff is not age related and opportunity will be equal for all.
- **Reach.** There is no specific impact identified either of past cohorts or future ones in terms of age, partnership status etc. All events and sessions aim to ensure provision of prayer rooms which should be unaffected by the bringing in house events.

Monitoring and evaluation

27. OPD Talent and Resourcing will monitor any issues identified to programme managers as a consequence of reduced Learning and Development commitment. Any issues which might be Gender, Race, Disability or others now in light of Equality Act related will be monitored and a more detailed assessment take place to assess if more mitigation steps might need to be managed.

Next steps

28. Having reduced the budget allocation in 2010, OPD will assess impact ahead of setting budgets for the next financial year although this will be dependent on another of external factors. Any identified negative impacts will be mitigated in planning the work programme.

29. OPD will consider following up any reports of impacts via further surveys of potentially affected groups of people to verify design assumptions.

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