

DWP

Corporate Centre Strategy

Equality Analysis

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Approver	[REDACTED – S40(2)]
Owner	[REDACTED – S40(2)]

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1. Introduction

1.1 This document records the analysis undertaken by the Department to enable Ministers to fulfil the requirements placed on them by the Public Sector Equality Duty (PSED) as set out in section 149 of the Equality Act 2010. The PSED requires the decision maker to pay due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
- Advance equality of opportunity between people who share a protected characteristic and those who do not; and
- Foster good relations between people who share a protected characteristic and those who do not.

1.2 In undertaking the analysis that underpins this document, where applicable, the Department has also taken into account:-

- a) The United Nations Convention on the Rights of People with Disabilities (CRPD), in particular Article 9 on Accessibility (to services and buildings) and Article 27 on Work and Employment (in relation to employees); and
- b) United Nations Convention on the Rights of the Child has been considered, in particular Article 3(1) (best interests of the child as a primary consideration in decision-making) and Article 9(3) (right of the child who is separated from one or both parents) when considering the potential direct and indirect effects on children, for example via those with parental responsibilities being affected by the proposal.
- c) The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) – in particular when the decision might affect women e.g. because it impacts on those with caring responsibilities.

2. Scope

2.1 This document outlines the potential high level impacts for DWP Corporate Centre (CC) employees who share each of the protected characteristics of disability, gender, race, age, gender re-assignment, religion or belief, sexual orientation and pregnancy/maternity. This is an overarching Equality Analysis (EA) to inform the decision making process on the Corporate Centre strategy. Site level EAs are being completed to inform business cases for corporate buildings that are proposed for divestment or retention where employees will be moving and will be considered as part of the governance process.

2.2 This overarching EA considers the potential impacts of any changes to the locations from which corporate functions are delivered for DWP.

2.3 Debt Management functions, whilst classified as corporate delivery were treated as an Operational function alongside Child Maintenance Group (CMG) and Pensions and are out of scope of this Equality Analysis)

2.4 Where a building is being retained and employees who are currently in the building will remain, it is assumed that this will have no impacts on those with protected characteristics. Impacts of other people moving into such retained sites would be identified by local EAs. This EA will contribute to a decision by DWP Group Directors General (DGs) on its corporate centre strategy.

3. Background to People & Locations Programme

3.1 After 20 years, the Private Sector Resource Initiative for Management of the Estate (PRIME) contract which covers 96% of DWP estate comes to an end on 31 March 2018. This provides a rare opportunity for DWP to negotiate improved deals and for our people to work in fewer, more efficient and better designed work spaces, with access to technology tools that support people in delivering our business objectives.

services.

3.2 The Department is seeking an estate with fewer, bigger buildings to bring people together to facilitate joined up working and to contribute savings to the Spending Review 2015 (SR 15) settlement.

Key drivers for change include:-

- Need to modernise ways of working and transform our service
- DWP must ensure it is, and remains, fiscally sustainable
- Alignment with wider Government agenda
- Create a more flexible corporate workforce with strong career progression opportunities.

3.3 Our people's motivation and capability are vital to provide a consistent, quality corporate support to operational employees delivering services to our customers. The focus is very much on how we best drive forward business requirements now and in the future. DWP needs to attract and retain the skills we need and think innovatively about the shape of our workforce in line with our 2020 vision and our People strategy.

4. Corporate Centre Delivery Approach- what we are hoping to achieve

4.1 The People and Locations Programme (PLP) have worked with stakeholders to review the estate and future business requirements and have developed a proposed estates strategy for the corporate centre.

4.2 DWP ET has agreed a proposed approach they wished to take for the corporate centre. In summary this has resulted in a strategy proposal which is positioned as a potential key enabler of the Department's 2020 vision, with employees working increasingly across directorate boundaries, and in multi-disciplinary teams.

4.3 The proposal is that from 2018 we would seek to deliver our corporate services from modern hubs in city-centre locations that have good transport links, easy access to public and retail services that would enable us to attract and retain the talent we need for our corporate roles. In order to do so, the following strategic objectives have been identified by ET:

- Reduce the number of corporate hub locations;
- Aim, where practicable, for only one central hub in each of the future locations;
- Assign people, where possible, to a corporate hub which will be their home base – reducing the amount spent on travel and travel expenses;
- Align with Cabinet Office hub strategy;
- Modernise work places so people are equipped to carry out their role in an efficient and effective way; and
- Contribute to the transformation of the department, support organisational design and the vision for 2020.

4.4 Our Corporate Centre strategy recognises the benefits of improved communication and collaboration, physical proximity, social connection and sense of community in relation to increased productivity and psychological wellbeing.

4.5 To make a real success of collaborative working, the proposed strategy would require people to organise differently with more teams based together in fewer corporate hub locations. The key driver is to increase collaboration and productivity by bringing together corporate functions in key hub locations. Hubs will be places where people come together, potentially in multi-functional teams to work collaboratively on common activities. Hubs will benefit from improved working environments and optimal space usage enabled through technology and design.

4.6 This aligns with the Government Property Unit (GPU) Hubs Policy and Strategy in relation to the effectiveness and productivity benefits of co-location that recognizes that “Hubs are more than just buildings. They are a catalyst to a more fundamental change: the modernisation of the civil service. The implementation of smart working is integral to the programme. In line with what many other organisations have achieved, we expect this to increase productivity, reduce costs, improve wellbeing, and contribute to wider objectives”.¹

4.7 DWP currently has more space than it needs and much of it is in poor condition, which it considers reduces morale and productivity.

4.8 In accordance with the proposed strategy, the Department would look to retain a current corporate hub site:

- Where there is high or projected high space utilisation for April 2018; these will typically be larger, fairly modern buildings that currently locate a number of different functions
- If it is situated in a city centre location that has good transport links and a thriving University sector to enable the business to attract and retain the graduates and people that are needed to perform the roles in the corporate centre.

4.9 As DWP gets closer to 2020, we will be working increasingly across Groups, making the most of our best skills and ideas by joining together in more multi-disciplinary teams with shared objectives; this will also provide more opportunities for career progression.

4.10 The move to hubs is also in alignment with Government’s broader hub strategy which aims to create an efficient, fit-for-purpose and sustainable estate that delivers value for money.

5. Current position

5.1 Over 8,000 Departmental employees carry out a variety of corporate functions (e.g. Commercials IT, HR) and are located at 10 corporate centre locations (with 16 corporate offices), some smaller sites and a large number of employees working from over 400 operational sites through the estates network. Around 1,500 of these people are located in approximately 400 operational sites across the DWP estate.

5.2 The current corporate centre locations are legacies that have evolved over time and don’t always align to available talent pools, wider cross government estates strategy or have good transport infrastructure. We believe we are currently too dispersed to make a real success of collaborative and multi-disciplinary working. So we need to organise ourselves differently – with more teams based together, in fewer locations. Like other government departments, we therefore propose moving to a new Corporate Centre hub model

¹ Reference: Government Hubs: Policy v1.0 28 July 2016

5.3 We currently have many isolated offices in which corporate employees work, that are not fit for purpose, with employees spread across the estate. This makes it challenging for us to collaborate and modernise our ways of working and transform our service to customers. Bringing employees together in hubs provides greater opportunity for professional career development and progression across multiple lines of business in a single place, with less need to move around the country. It also provides more opportunities for increased collaboration and efficiency through employees being situated together.

5.4 Programme Board and a stakeholder review panel considered which corporate hub sites within each location the Department would be considered for retainment or divestments, taking into account a number of factors and proposals that have been approved by DWP ET.

6. Corporate Job Roles

6.1 In reviewing how and where we work across the Corporate Centre, DWP ET identified that we have 3 main types of roles within the corporate centre that would determine where employees are based – core corporate, business partnering and corporate delivery.

Job type	Core Corporate	Corporate delivery	Business partnering
Definition	Roles requiring smaller teams, ideally but not essentially situated together, responding to regular or ad-hoc requirements from Operations, Ministers, etc. e.g. Strategic Communications or policy teams	Transactional and processing roles requiring larger teams in one place typically carrying high volume activity e.g. Benefits Payment Systems team in Finance Group	Roles require regular contact and close partnering relationships with stakeholders and customers e.g. Finance and HR Business Partners
Location principle	Based in a corporate hub by March 2018. Recruitment to such roles will be to corporate hubs only	Bring smaller teams together into larger teams alongside operational colleagues in strategic long term locations	Based in either the nearest corporate hub or co-located with the business area/key customers they partner

Smart Working

6.2 As part of the proposal, smart working (SW) would be applied to support the corporate centre approach. Corporate hubs would be modern workspaces with 8sq or less per Full Time Equivalent (FTE) applied where appropriate and designed to support flexible ways of working within the hub to enable people to work effectively. Different teams will have different needs for employees to be present at the hub locations.

7. People Impacts

7.1 The proposal would result in us asking all employees in core corporate centre roles to work from one of six corporate hubs (Newcastle, Sheffield (2 sites), Leeds, London, Manchester, Blackpool) no later than March 2018. The exception would be those people who work directly with operations in a support function, who would be located with the business they support, e.g. business partners who can be located with the business they support.

7.2 These proposals would impact around 700 individuals currently based in corporate buildings that are due to close plus a further impact on the 1,500 employees who are based outside of the new corporate centre locations i.e.

- People based in a current location which we will divest in 2018; and
- People based in a non-hub location that we want to align to one of the 2018 corporate hub locations, unless their role is to work directly with operations in a support function.

7.3 Employees would be impacted by either their current office location closing or their current role being relocated to a hub, in particular if they have to travel further or have different journeys to work. Recognising the potential implications of any such impacts on employees who have protected characteristic, the proposal includes a process of one-to-one discussions with impacted employees which would allow such impacts to be identified and addressed, where appropriate and reasonable, taking into account individual and business needs.

7.4 Initial one-to-ones have taken place with employees who may be impacted by the changes in their location by March 2018, in order to identify the potential impact of the proposals. This represents the start of the consultation process about proposed changes. Employees can discuss how proposals will affect them and have the opportunity to ask any questions.

7.5 There are some proposals yet to be finalised in Manchester and Sheffield. One-to-ones have been conducted on the basis of city centre locations. Further discussions with employees will take place once confirmation of specific sites is available.

7.6 Group level analysis from the one-to-ones, including discussions with managers and employees has been conducted to consider any adverse impacts on employees as a result of the Corporate Centre strategy; it is proposed that any issues would be handled using existing DWP policies.

7.7 Before final decisions are taken and changes implemented the following consultation would take place:-

- outcomes of the one-to-ones would enable the validation and testing of plans and assumptions for relocation and redeployment
- There would be full consultation with Departmental Trade Union side.

7.8 The DWP mobility policy would be applied sensitively to move employees, wherever possible within their current role. This will be applied in conjunction with support available via Excess Fares Allowance (EFA) and/or Workforce Management Redeployment Package (WMRP). Excess fares are payable for 3 years to people who are compulsory moved to a location further away than their current home office. DWP mobility policies (**Appendix 1**) determine what constitutes reasonable daily travelling distance for individuals.

8. Support to individuals

8.1 If the proposals are approved, the Programme will work with Corporate Groups and Human Resources teams to support them in delivering the proposed changes, utilising existing DWP policies to ensure there is a consistent approach across all Groups and to minimise the impacts for individuals (**Section 13** provides further information on mitigation actions).

8.2 We will be working closely with those employees who are not currently in or near our future Corporate Centre hubs to understand more about their personal circumstances and how these plans affect their job role. Everyone potentially impacted has had an initial one to one conversation with their line manager or senior manager. This has provided the opportunity for employees to raise any questions on the proposals and to help managers understand and gather information on how any moves may affect them personally, including the mobility policies, any travel limitations, whether they have disabilities as defined under the Equality Act, any other health issues and any childcare or caring issues.

8.3 During the one-to-ones employees have been made aware of support available to them, for example, payment of excess fares for increased travel costs, Occupational Health Service (OHS) referral/reasonable adjustments for health issues and support of managers and the Employee Assistance Programme (EAP) for general concerns.

8.4 After the one to ones, a final decision will be considered by Directors General (DGs) in June 2017 about the plans and the outcome will be shared in due course.

8.5 A second round of one-to-ones would take place post the final decisions to advise individuals of the hub location to which they have been assigned and to discuss the support available to them.

8.6 This EA will be considered as part of the final decision making process.

9. Exceptions Process

9.1 In implementing a corporate centre strategy DWP recognises that “reasonableness” and “proportionality” are necessary to provide some degree of flexibility; this may be necessary when:-

- genuine personal circumstances conflict with the principles of the strategy, particularly in relation to protected characteristics; or
- there is a business critical need to retain an individual’s specific skills/knowledge and they cannot reasonably relocate to the location required by the corporate centre strategy.

Therefore a fair and transparent exceptions process will be put in place to support the implementation of the strategy.

10. Stakeholder Consultation

10.1 Stakeholder consultation is recognised as an integral part of the equality analysis process and the following stakeholders have been identified with whom we will be consulting:-

Internal Stakeholders

- HR Business Partner
- Employees
- DWP Corporate Groups via Single Points of Contact (SPOCs)

- DTUS

External Stakeholders

- Other local delivery partners on site – (other occupants)

Consultation with stakeholders will be through formal meetings.

Consultation will include consideration of:-

- Equality Act 2010 and reasonable adjustment requirements – the change in location or duties an individual is currently undertaking may expose further or different reasonable adjustments
- Any specific working pattern concerns, including mobility issues and any mitigation action
- Any other specific individual requirements which may be identified

11. Overview of information and data

11.1 In line with our responsibilities under the Public Sector Equality Duty the Department publishes a comprehensive Equality Information Report annually at:

<https://www.gov.uk/government/organisations/department-for-work-pensions/about/equality-and-diversity>

12. Evidence and analysis: Corporate centre

12.1 The following summary analysis examines the potential impact of the Corporate Centre strategy, against only the Protected Characteristics (PC) that the evidence demonstrates are affected. Future iterations of this document may be considered where TU consultation on implementation and employee engagement activity suggests subsequent analysis is required.

12.2 The following table provides an analysis using RM data and responses from initial one-to-one discussions with individuals. N.B. to note that DWP does not hold protected characteristic information split down to just employees who need to move building as the final position for individuals has not yet been confirmed and the sample sizes for such breakdowns would be too small and would risk potentially disclosing individuals.

12.3 Analysis has shown the following impacts for those within reasonable daily travel of proposed hubs and those outside reasonable travel, who have indicated they are unable to relocate.

Employees in mobility

There are 14 employees who are within reasonable daily travel of a location but have indicated in their one-to-one that they cannot move due to health, disability or caring responsibilities. DWP will seek, where practicable, to make a reasonable adjustment, on a case by case basis, to help these employees move within their current role. If this is not possible, other options will be considered to mitigate any potential impact; these include consideration within the exceptions process or redeployment in DWP.

Employees outside mobility

Current data from one-to-ones shows that there are 178 employees who are outside of reasonable daily travel who have indicated they also have personal circumstances that impact on their ability to move to a new location. To ensure there are no disproportionate impacts for these individuals we have identified a number of options that can be considered to help resolve and mitigate any undue impacts (see Para 13). Discussions will take place with employees in the second round of one-to-one discussions to better understand their circumstances on a case by case basis and any limitations these may present. Throughout the redeployment process DWP will consider any reasonable adjustments, on an on-going basis, to support individuals to move to a new location or role. If all options for an employee have been considered, DWP redeployment and redundancy procedures would be considered.

Potential Impact on Employees.			
Summary of one to one conversations			
One-to-one discussions have taken place with all employees who may be potentially impacted by the proposals. N.B. The comparisons below are between the Corporate Centre as a whole and all DWP.			
Total number of one-to-ones conducted, of which:-		2237 ²³	
Total number with personal circumstances or travel limitations that need consideration as part of their potential move to a corporate hub location.		Personal circumstances vary considerably. In summary they mainly relate to caring responsibilities and health. 444 people had caring responsibilities, of which 208 were related to children 132 people stated they had a health related condition that affected their ability to move or needed to be taken into consideration (although it's possible that they are not all covered by the Equality Act 2010).	
Total number of people advising they require some form of reasonable adjustment		383	
Race or Ethnicity- what potential impacts have been identified And how are they to be addressed.			
	Ethnic Minority	White	Unknown
Corporate Centre	5.7%	66.6%	27.7%

² There are 135 employees who have not received a one-to-one by the deadline for the data (7/4/17)

³ c. 250 people have declined a one-to-one; the majority of these people are based in Sheffield.

All DWP	8.8%	65.4%	25.7%
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Source :DWP Resource Management System– data is for December 2016 and excludes Debt Management

The percentage of ethnic minorities in the corporate centre is lower than DWP as a whole although there are a large percentage of “unknowns” so the variation is not completely certain.

It is not anticipated that employees would be disproportionately impacted due to their ethnicity as a result of the corporate strategy proposals. There is no evidence that there would be an impact on this particular group following employee one-to-ones.

Disability - what potential impacts have been identified And how are they to be addressed.

	Disabled	Non Disabled	Unknown
Corporate Centre	4.8%	71.9%	23.2%
All DWP	5.7%	73.2%	21.2%

Source : DWP Resource Management System– data is for December 2016 and excludes Debt Management

Almost 5% of our corporate workforce has indicated that they are disabled although we are aware that, as with race, this figure is likely to be under reported. This is slightly lower than DWP as a whole although there are a large percentage of “unknowns” so the variation is not completely certain. 132 employees have said that they have health related conditions however it is not clear how many of these would constitute a disability.

The proposed changes may have a disproportionate effect on this group if individual circumstances aren’t considered appropriately and if reasonable adjustments aren’t provided in an efficient and effective way where needed or if current reasonable adjustments are not carried forward and implemented at the new location.

Some employees with disabilities may have specific needs. Work will be undertaken within Corporate Groups and at a local level to identify such needs and implement, as appropriate any reasonable adjustments.

A number of employees have advised that they require a reasonable adjustment (RA); numbers include some RAs that are already in place but will need to be considered for any new location.

HR Business partners will support Line Managers in a fair and consistent application of policies but decisions will not be taken at this level and will be for consideration as part of the Exceptions process.

Gender what potential impacts have been identified And how are they to be addressed?

	Male	Female
Corporate Centre	49.2%	50.8%
All DWP	32.5%	67.5%

Source: DWP Resource Management System– data is for December 2016 and excludes Debt Management

50.8% of our corporate employees are women; The percentage for the Corporate Centre is slightly lower than DWP nationally.

Whilst we don't have comprehensive data about caring responsibilities it is widely accepted that this group are more likely to have child care responsibilities. The proposed location changes may have a disproportionate impact on this group if their individual needs aren't considered on a case-by-case basis and if reasonable consideration isn't given to flexible working agreements.

All employees likely to be impacted have been engaged through one-to-one discussions with their managers with the opportunity to explore and discuss their options and access to the full range of support offered by DWP under Departmental policies.

HR Business partners will support Line Managers in a fair and consistent application of policies but decisions will not be taken at this level and will be for consideration as part of the Exceptions process.

Gender Reassignment- what potential impacts have been identified And how are they to be addressed?

DWP does not gather information from employees about gender re-assignment and there was no evidence that there would be an impact on this particular group following employee one-to-ones. The Department does not consider that the proposal would have a particular adverse impact on gender reassignment or affect the other arms of the equality duty in relation to this group. There is no evidence that there would be an impact on this particular group following employee one-to-ones. There may be a potential need for sufficient areas for private discussions in sites.

Age- what potential impacts have been identified And how are they to be addressed.

	16-24	25-34	35-44	45-54	55-64	65+
Corporate Centre	3.2%	10.5%	23.9%	42.1%	19.5%	0.8%
All DWP	2.9%	11.0%	22.1%	38.4%	24.1%	1.5%

Source: DWP Resource Management System— data is for December 2016 and excludes Debt Management

DWP has an aging workforce; over 62% of corporate centre employees are aged 45 and older which is slightly lower than for DWP as a whole. It is not anticipated that employees would be disproportionately impacted because of their age as a result of the corporate centre strategy proposals and any potential relocation. There is no evidence that there would be an impact on this particular group following employee one-to-ones.

Working Patterns- what potential impacts have been identified And how are they to be addressed.

	Full Time	Part Time	PTMG	Unknown
Corporate	78.6%	21.2%	0.1%	0.0%
All DWP	60.1%	39.5%	0.4%	0.0%

Source : : DWP Resource Management System– data is for December 2016 and excludes Debt Management

The Corporate Centre has a lower percentage of part time or part year employee than DWP nationally. All employees potentially impacted by the proposed changes have been engaged by Line/Senior Managers in one-to-one discussions, with the opportunity to explore their options and access the full range of support offered by DWP under Departmental policies.

HR Business partners will support Line Managers in a fair and consistent application of policies.

Religion/Beliefs- what potential impacts have been identified And how are they to be addressed.

DWP gathers some information on the religion and beliefs of employee via the annual People survey. Completion is voluntary and numbers cannot be broken down to Group level.

At this stage it is not anticipated that employees would be disproportionately impacted on the grounds of their religion or belief as a result of the Corporate Centre strategy and any potential relocation. There is no evidence that there would be an impact on this particular group following employee one-to-ones.

Whilst the Equality Act does not say that employers must provide time and facilities for religious or belief observance in the workplace, flexibilities are already offered in the Department's existing policies and procedures. Where possible in their buildings DWP will provide suitable and adequate areas for employees to use as Quiet or for prayer and contemplation. There may be potential need for adequate washing facilities in new hub locations.

Due consideration will be given to any potential impact and arrangements put in place to allow time off to participate in celebrations and festivals etc. in line with Advisory Conciliation and Arbitration Service (ACAS) guidance "religion or belief and the workplace".

Sexual Orientation- what potential impacts have been identified And how are they to be addressed.

DWP gathers some information on the sexual orientation of employees via the annual staff survey, but completion is voluntary and numbers cannot be broken down to building level. At this stage it is not anticipated that employees would be disproportionately impacted because of their sexual orientation as a result of the Corporate Centre Strategy and any potential relocation. There may be a potential need for sufficient areas for private discussions in sites.

There is no evidence that there would be an impact on this particular group following employee one-to-ones.

Pregnancy/Maternity– what potential impacts have been identified and how are they to be addressed

At this stage it is not anticipated that pregnant employees or those on maternity leave would be disproportionately impacted as a result of the Corporate Centre Strategy and any potential relocation. Any employee on maternity leave will have an automatic right to relocate to a similar job role, without the need to complete any kind of selection exercise for particular job roles. Any employee who is pregnant will be fully consulted before, during and after their maternity leave to ensure they will not be at a disadvantage due to their pregnancy or maternity leave. Childcare responsibilities will be taken into account under business as usual.

SPOCs have been asked to include any employees who are currently on maternity leave in the consultation process and have had or will have a one-to-one discussion.

Marriage and civil partnership– what potential impacts have been identified and how are they to be addressed

It is not anticipated that employees would be disproportionately impacted because of their marriage or civil partnership as a result of the Corporate Centre Strategy and any potential relocation. There is no evidence that there would be an impact on this particular group following employee one-to-ones.

UNCRC – potential impacts on children

Consideration has been given to UNCRC in relation to Article 3 which provides for the best interests of the child to be a primary consideration when decisions are being made. specifically that *“state parties undertake to ensure the child such protection and care as if necessary for his or her well-being, taking into account the rights and responsibilities of his or her parents, legal guardians or other individuals legally responsible for him or her and, to this end, shall take all appropriate legislative and administrative measures”*.

There are potential indirect impacts on affected children by requiring parents to move their office location. Impacts could include the following:-

- less time with parent (s) who may be required to travel further on a daily basis
- changes to childcare arrangements to accommodate new travel patterns
- changes in contact arrangements for parents who are separated as a result of a change in office location. - *Article 9 (3) states Parties shall respect the right of the child who is separated from one or both parents to maintain personal relations and direct contact with both parents on a regular basis, except if it is contrary to the child’s best interests.*

From the one-to-one data summary, 208⁴ people highlighted that they have care for a child/children. DWP guidance makes clear that managers must always consider DWP's commitment to support employees who are current and primary carers for pre-teenage children. The one-to-one process, during and post consultation, provides an opportunity for managers to discuss and understand employees' caring responsibilities and how the changes will impact them as well as any adjustments that could be made to better support the employee. The manager can then consider this in line with a range of existing DWP policies which are designed to provide individuals with reasonable personal freedom and help everyone balance their work and home lives. In doing so this should minimise the risk of any potential impact on the children of the employees impacted by the Corporate Centre strategy.

DWP has fewer than 5 employees aged under 18 in the Corporate Centre. The one-to-one process, during and post consultation, provides the opportunity for managers to discuss employees' personal circumstances with them and how the changes might affect them as well as any adjustments that could be made to better support the employee, using existing DWP policies. This should minimise the risk of potential impact on these employees.

13. Mitigation Actions

13.1 Summary of main impacts and areas of legislative risk:-

13.2 The analysis to date has highlighted that the Protected Characteristic (PC) groups for which the current proposals have potential to have an adverse disproportionate impact on are: Gender and Disability. The key areas of legislative risk are:

- indirect sex discrimination – for example from women with flexible working arrangements for child care responsibilities;
- Disability discrimination – for example indirect discrimination, discrimination arising from disability and/or failure to make reasonable adjustments.

13.3 Recognising the potential for disproportionate impacts the Programme has already identified a number of core mitigating actions including:

- full consultation and engagement with TU that may result in amendments to the shape of the Corporate Centre proposals in advance of moving to initial implementation;
- consulting with impacted employees on an individual basis via a series of structured one-to-one meetings, aimed at understanding their individual needs and determining any support they may need; these meetings will take place both:-
 - during the consultation process and then
 - through-out the implementation process.
- considering flexible working arrangements, as now, on a case-by-case basis. This could include considering:-

⁴ this figure may be under-stated as part-time workers may have undeclared child caring responsibilities.

- changes to working hours/patterns e.g. changing part-time hours/number of days worked
 - changes to daily working pattern e.g. starting and finishing work later to reduce journey times
- continuing to robustly and consistently use existing HR policies and procedures to ensure reasonableness in decision making, including:-
 - the HR Decision Maker's Guide and Template
 - Working Hours and Working Patterns
 - Mobility
 - Workforce Management
- decisions on individual cases will be subject to review and independent appeal:-
 - initially under the DWP Grievance policy and procedures
 - TU will be able to make representation about any perverse decisions;
- continuing to provide reasonable adjustments for our disabled employees using existing HR policies and procedures and via our dedicated Civil Service Workplace Adjustment Team. This will include:-
 - Reviewing current reasonable adjustments
 - Identifying where new reasonable adjustments may be required
 - Seeking Occupational Health (OH) advice
 - Ensuring current and new reasonable adjustments are in place in the new location
 - Taking into account and setting up Workplace adjustment passports.
- Supporting people in identifying potential relocation opportunities such as opportunities in:-
 - DWP Operations
 - Other Government Departments
 - in partnering roles in the Corporate Centre
- Consideration of potential exceptions to the strategy due to personal circumstances which inhibit individuals from moving locations (see paragraph 9).
- Using the DWP mobility policy sensitively
- Carers' Passports
- Ensuring employees are aware of the Employee Deal concession allowing them to use their legacy mobility policy
- Ensuring Health and Safety risk assessments have been carried out for new sites and measures put in place to support disabled employees
- Ensuring employees know where they can get additional support e.g. from their Line Manager, the Employee Assistance Programme or Charity for Civil Servants, throughout the process.
- Reviewing individual circumstances post relocation e.g. to ensure reasonable adjustments are appropriate.

14. Decision Making

14.1 This Equality Analysis will be considered by DWP ET for a final decision on the proposals for the Corporate Centre.

14.2 Decision makers will take into account the potential HR impact on protected characteristic groups and the scope to minimise this when taking one of the following decisions:-

- Make no change to the proposed policy or service
- Adjust the proposed policy or service
- Partially adjust the proposed policy or service
- Continue with the proposed policy or service despite potential negative impacts and/or no opportunities to advance equality identified.
- Not go ahead with the proposed policy or service unless an alternative approach is found

15. Next steps

15.1 When the final decision regarding the corporate sites has been made, site level EAs will be undertaken for sites to be divested and sites to be retained where there is movement of employees.

15.2 For corporate sites we retain and there is no other change, we do not propose to carry out any further equality analyses at local level.

16. Monitoring and review

16.1 Where impacts have been identified in this equality analysis and mitigation is put in place. The EA will be reviewed by the Programme in May 2018 when changes have been implemented.

17. Sign Off

17.1 This over-arching EA document has been reviewed and signed off by **[REDACTED – S40(2)]** 6 June 2017.

Appendix 1: Mobility policy overview

Different mobility policies apply depending on when individuals joined the department and whether or not they are covered by the Employee Deal Collective Agreement 2016. These are:

- Mobility Policy for individuals whose employment with DWP started before 15th January 2007
- Mobility Policy for individuals whose employment with DWP started on or after 15th January 2007
- Mobility Policy for individuals whose employment with DWP started on 14 October 2013 or later, or are covered by the Employee Deal Collective Agreement.

Pre 15 January 2007

- AAs and AOs, temporary and part-time employees have limited mobility status and can be compulsorily, permanently transferred to posts only within reasonable daily travelling distance of their home which is stipulated as travelling time of 1 hour from home to office by public transport.
- Full-time EO to G6 have mobile status and can be compulsorily permanently transferred to any Civil Service post in the UK and can be asked to travel to a post within reasonable daily travelling distance of their home, which is precisely defined as 1 ½ hours from home to office by public transport.

Note: In practice the above policy means that full-time EOs to G6 can be posted anywhere in the UK. If the posting was within the 1 ½ hours daily travelling limit, DWP might offset excess travel costs only. If the posting was beyond the 1 ½ hours daily travelling limit, DWP would be expected to offer a publicly funded home relocation. If this was not needed or declined, employees would still be contractually obliged to transfer to the new site.

Post 15 January 2007

- AAs, AOs and temporary employees have limited mobility status and can be compulsorily, permanently transferred to posts only within reasonable daily travelling distance of their home.
- EOs to G6, including part-time employees, have mobile status and can be compulsorily permanently transferred to any Civil Service post in the UK which may require a move of home at public expense, or permanently transferred to posts within reasonable daily travelling distance of their home.
- Reasonable daily travelling distance is travelling for up to a maximum of 1 hour (limited mobility) or 1½ hours (mobile status) from home to office judged by whichever available and reasonable mode of transport offers the greatest radius of travel.

Note: the difference between the 2007-2013 policy and the earlier one is (a) part-time employees are not automatically classified as 'limited mobility'. An individual's part- or full-time status is irrelevant and (b) In addition, for both limited mobility and mobile categories, calculation of the maximum daily travel distance was changed from 'public transport' to 'whichever available and reasonable mode of transport offers the greatest radius of travel'; potentially providing a wider radius for employees who normally drive to work.

Post 14 October 2013 - All employees can be permanently posted to any Civil Service post in the UK providing both the post and location are reasonable. In all

cases the employee's personal circumstances must be taken fully into account in the individual application of the policy to ensure decisions are fair, reasonable, lawful, safe and transparent⁵.

In addition, if individuals come under the Employee Deal Collective Agreement 2016, transitional arrangements will apply to any decision taken before 1 July 2020 to close an office. This means that in the event that an office is closed, individuals can choose to have their case dealt with under either their legacy mobility policy or the new Employee Deal one. Individuals who opted out of the Employee Deal will be covered by their current mobility policy.

⁵ Note: under the 2013 changes, all grade distinctions were abolished and reasonable daily travel is decided on a case by case basis. The previous 1 – 1 ½ hours are no longer limits but informal guides. This 2013 policy is also the Employee Deal 2016 policy.

Appendix 2: Group Summary Equality Analyses

Group:	Human Resources	Date: 7/4/17
<p>Appendix 2 supplements the Programme level Equality Analysis for the Corporate Centre strategy and is based on group EA summaries.</p> <p>There are total of 617 employees in the Group.</p> <p>141 employees are potentially impacted or have requested and have received one-to-one discussions (22.8%).</p> <p>58 employees have indicated personal circumstances that could impact on their mobility e.g. caring responsibilities, childcare and/or health.</p> <p>28 employees advise that they require a reasonable adjustment (RA). .</p> <p>The analysis and proposed mitigation action detailed below is specific to Human Resources (HR) Group.</p> <p>The content of Appendix 2 will be monitored and reviewed by HR in line with the Programme EA review.</p>		
Protected characteristic (PC) group	Potential Impact	Mitigation
Religion and belief	<ul style="list-style-type: none"> No issues identified 	<ul style="list-style-type: none"> No action required at Group level
Age	<ul style="list-style-type: none"> Caring responsibilities and imminent retirement within the next 12 months 	<ul style="list-style-type: none"> To consider supporting from a business perspective and check potential to remain in place, space permitting.
Ethnicity	<ul style="list-style-type: none"> No issues identified 	<ul style="list-style-type: none"> No action required at Group level

Gender	<ul style="list-style-type: none"> • There are 39.8% more female employees than in DWP as a whole. This group is more likely to have child care responsibilities. The proposed location changes may have a disproportionate impact if individual needs aren't considered on a case-by-case basis. • There are a number of employees who have caring responsibilities (for adult family members and/or children that they feel restrict their ability to travel further. 	<ul style="list-style-type: none"> • To review and monitor to reduce negative or disproportionate impact or increase positive impact. • Additional guidance for Line Managers is being provided in advance of the 2nd round of one-to-one meetings to make clear that Line Managers should consider all options and available support for individuals
Transgender	<ul style="list-style-type: none"> • No issues identified 	<ul style="list-style-type: none"> • No action required at Group level
Disabled People	<ul style="list-style-type: none"> • HR has a disabled workforce broadly in line with DWP as a whole. Reasonable adjustments requested include the following:-heightened desks, adjustable chairs, power points for tape machine equipment, modified keyboards, lighting, low noise levels (or multiples of these) • OHS referrals support limited travel to hub location or change to corporate hub location on the basis that travel to mapped hub could adversely impact on health. 	<ul style="list-style-type: none"> • To considered as per DWP guidance and feed into the L1/2 design, subject to what the hub site can accommodate • Line Managers to consider all available options with individuals and OHS. This could include changes to days/hours of working and/or redeployment opportunities. Line Managers to consider all available options with individuals and OHS. This could include changes to days/hours of working and/or redeployment opportunities. Once all options have been explored the business should consider whether these individuals should be referred for an exception to the corporate centre strategy.

Sexual orientation	<ul style="list-style-type: none"> No issues identified 	<ul style="list-style-type: none"> No action required at Group level
Marital status/civil partnership	<ul style="list-style-type: none"> No issues identified 	<ul style="list-style-type: none"> No action required at Group level
Maternity/Pregnancy	<ul style="list-style-type: none"> Concerns expressed about keeping in touch and having fair opportunities whilst on maternity leave 	<ul style="list-style-type: none"> To ensure line manager KIT arrangements are in place, including communicating developments and developmental opportunities.
Part-time working/Part year working patterns	<ul style="list-style-type: none"> A small number of employees have requested to work from home and/or flexible working 	<ul style="list-style-type: none"> Additional guidance for Line Managers is being provided in advance of the 2nd round of one-to-one meetings to make clear that Line Managers should consider all options and available support for individuals.
Group:	Strategic Communications (SC)	Date: 7/4/17
<p>Appendix 2 supplements the Programme level Equality Analysis for the Corporate Centre strategy and is based on group EA summaries.</p> <p>There are total of 325 employees in the Group. 40 employees are potentially impacted or have requested and have received one-to-one discussions (12.3%).</p> <p>10 employees have indicated personal circumstances that could impact on their mobility e.g. caring responsibilities, childcare and/or health.</p> <p>10 employees advise that they require a reasonable adjustment (RA). .</p> <p>The analysis and proposed mitigation action detailed below is specific to Strategic Communications (SC) Group.</p> <p>The content of Appendix 2 will be monitored and reviewed by SC in line with the Programme EA review.</p>		

Protected characteristic (PC) group	Potential Impact	Mitigation
Religion and belief	<ul style="list-style-type: none"> No issues identified 	<ul style="list-style-type: none"> No action required at Group level
Age	<ul style="list-style-type: none"> No issues identified 	<ul style="list-style-type: none"> No action required at Group level
Ethnicity	<ul style="list-style-type: none"> No issues identified 	<ul style="list-style-type: none"> No action required at Group level
Gender	<ul style="list-style-type: none"> There are 27.4% more female employees than in DWP as a whole. This group is more likely to have child care responsibilities. The proposed location changes may have a disproportionate impact if individual needs aren't considered on a case-by-case basis. There are a number of employees who have caring responsibilities (for adult family members and/or children that they feel restrict their ability to travel further. 	<ul style="list-style-type: none"> To review and monitor to reduce negative or disproportionate impact or increase positive impact. Additional guidance for Line Managers is being provided in advance of the 2nd round of one-to-one meetings to make clear that Line Managers should consider all options and available support for individuals
Transgender	<ul style="list-style-type: none"> No issues identified 	<ul style="list-style-type: none"> No action required at Group level
Disabled People	<ul style="list-style-type: none"> In the "unknown disability" group there are 10.1% more employees than in DWP as a whole There are employees who would require a reasonable adjustment related to health (specialist chairs, raised desks, workplace adjustment passports, keyboards) 	<ul style="list-style-type: none"> To investigate further to decide any actions you need to take to reduce negative or disproportionate impact or increase positive impact. Although the majority of reasonable adjustments are already in place, others will be considered as per DWP guidance for the hub location and considered as part of L1/2 design.

Sexual orientation	<ul style="list-style-type: none"> No issues identified 	<ul style="list-style-type: none"> No action required at Group level
Marital status/civil partnership	<ul style="list-style-type: none"> No issues identified 	<ul style="list-style-type: none"> No action required at Group level
Maternity/Pregnancy	<ul style="list-style-type: none"> No issues identified 	<ul style="list-style-type: none"> No action required at Group level
Part-time working/Part year working patterns	<ul style="list-style-type: none"> No issues identified 	<ul style="list-style-type: none"> No issues identified
Group:	Digital	Date: 7/4/17
<p>There are total of 2796 employees in the Group, 863 employees are potentially impacted or have requested and have received one-to-one discussions (30.8%).</p> <p>198 employees have indicated personal circumstances that could impact on their mobility e.g. caring responsibilities, childcare and/or health.</p> <p>137 employees advise that they require a reasonable adjustment (RA).</p> <p>The analysis and proposed mitigation action detailed below is specific to Digital Group.</p> <p>The content of Appendix 2 will be monitored and reviewed by Digital in line with the Programme EA review.</p>		
Protected characteristic (PC) group	Potential Impact	Mitigation
Religion and belief	<ul style="list-style-type: none"> No issues identified 	<ul style="list-style-type: none"> No action required at Group level
Age	<ul style="list-style-type: none"> No issues identified 	<ul style="list-style-type: none"> No action required at Group level
Ethnicity	<ul style="list-style-type: none"> No issues identified 	<ul style="list-style-type: none"> No action required at Group level

Gender	<ul style="list-style-type: none"> • There are 5.3% more female employees than in DWP as a whole. This group is more likely to have child care responsibilities. The proposed location changes may have a disproportionate impact if individual needs aren't considered on a case-by-case basis and if reasonable consideration isn't given to continuation of existing flexible working agreements and opportunities for new applications. • There are a number of employees who have caring responsibilities (for adult family members and/or children that they feel restrict their ability to travel further. The proposed location changes may have a disproportionate impact if individual needs aren't considered on a case-by-case basis. 	<ul style="list-style-type: none"> • To review and monitor to reduce negative or disproportionate impact or increase positive impact. • Additional guidance for Line Managers is being provided in advance of the 2nd round of one-to-one meetings to make clear that Line Managers should consider all options and available support for individuals
Transgender	<ul style="list-style-type: none"> • No issues identified 	<ul style="list-style-type: none"> • No action required at Group level
Disabled People	<ul style="list-style-type: none"> • In the "unknown disability" group there are 4.2% more employees than in DWP as a whole • There are employees who would require a reasonable adjustment 	<ul style="list-style-type: none"> • To investigate further to decide any actions you need to take to reduce negative or disproportionate impact or increase positive impact. • To be considered as per DWP guidance for the hub location and considered as part of L1/2 design. •
Sexual orientation	<ul style="list-style-type: none"> • No issues identified 	<ul style="list-style-type: none"> • No action required at Group level
Marital status/civil partnership	<ul style="list-style-type: none"> • No issues identified 	<ul style="list-style-type: none"> • No action required at Group level

Maternity/Pregnancy	<ul style="list-style-type: none"> No issues identified 	<ul style="list-style-type: none"> No action required at Group level
Part-time working/Part year working patterns	<ul style="list-style-type: none"> There are a small number of employees who are contracted home workers 	<ul style="list-style-type: none"> No action required at Group level as contractual arrangements will continue to apply in these cases.
Group:	Strategy	Date:7/4/17
<p>Appendix 2 supplements the Programme level Equality Analysis for the Corporate Centre strategy and is based on group EA summaries.</p> <p>There are total of 1131 employees in the Group, 241 of which are potentially impacted and have received one-to-one discussions (21.3%).</p> <p>43 employees have indicated personal circumstances that could impact on their mobility e.g. caring responsibilities, childcare and/ or health.</p> <p>26 employees advise that they require a reasonable adjustment (RA).</p> <p>The analysis and proposed mitigation action detailed below is specific to Strategy Group. The content of Appendix 2 will be monitored and reviewed by Strategy in line with the Programme EA review.</p>		
Protected characteristic (PC) group	Potential Impact	Mitigation
Religion and belief	<ul style="list-style-type: none"> No issues identified 	<ul style="list-style-type: none"> No action required at Group level
Age	<ul style="list-style-type: none"> Health issues and imminent retirement within the next 12 months 	<ul style="list-style-type: none"> To consider supporting from a business perspective and check whether current offices can accommodate, space permitting.
Ethnicity	<ul style="list-style-type: none"> No issues identified 	<ul style="list-style-type: none"> No action required at Group level

Gender	<ul style="list-style-type: none"> • There are 12.6% more female employees than in DWP as a whole. This group is more likely to have child care responsibilities. The proposed location changes may have a disproportionate impact if individual needs aren't considered on a case-by-case basis. • There are a small number of people with caring responsibilities who have been working at home or at on office closer to home. • There are employees who would require a reasonable adjustment in relation to caring responsibilities across this Group. 	<ul style="list-style-type: none"> • Further analysis to decide on any action that needs to be taken to reduce negative or disproportionate impact or increase positive impact • Additional guidance for Line Managers is being provided in advance of the 2nd round of one-to-one meetings to make clear that Line Managers should consider all options and available support for individuals on a case by case basis. • Although the majority of reasonable adjustments are already in place, others will be considered as per DWP guidance for the proposed hub and factored into level 1/2 design as appropriate.
Transgender	<ul style="list-style-type: none"> • No issues identified 	<ul style="list-style-type: none"> • No action required at Group level
Disabled People	<ul style="list-style-type: none"> • In the "unknown disability" group there are 11.6% more employees than in DWP as a whole • There are a small number of people with health issues that have been working at home or at on office closer to home. 	<ul style="list-style-type: none"> • To investigate further to decide any actions you need to take to reduce negative or disproportionate impact or increase positive impact. • Line Managers to consider all available options with individuals and OHS. This could include changes to days/hours of working and/or redeployment opportunities. Once all options have been explored the business should consider whether these individuals should be referred for an exception to the corporate centre strategy.

	<ul style="list-style-type: none"> There are employees who would require a reasonable adjustment related to health (specialist chairs, raised desks, lighting, keyboards) 	<ul style="list-style-type: none"> Although the majority of reasonable adjustments are already in place, others will be considered as per DWP guidance for the hub location.
Sexual orientation	<ul style="list-style-type: none"> No issues identified 	<ul style="list-style-type: none"> No action required at Group level
Marital status/civil partnership	<ul style="list-style-type: none"> No issues identified 	<ul style="list-style-type: none"> No action required at Group level
Maternity/Pregnancy	<ul style="list-style-type: none"> No issues identified 	<ul style="list-style-type: none"> No action required at Group level
Part-time working/Part year working patterns	<ul style="list-style-type: none"> No issues identified 	<ul style="list-style-type: none"> No action required at Group level
Group:	Finance	Date: 7/4/17
<p>Appendix 2 supplements the Programme level Equality Analysis for the Corporate Centre strategy and is based on group EA summaries.</p> <p>There are total of 2063 employees in the Group, 415 of whom are potentially impacted or have requested and have received one-to-one discussions (20.1%).</p> <p>140 employees have indicated personal circumstances that could impact on their mobility e.g. caring responsibilities, childcare and/or health.</p> <p>85 employees advise that they require a reasonable adjustment (RA). The analysis and proposed mitigation action detailed below is specific to Finance Group (FG). The content of Appendix 2 will be monitored and reviewed by Finance Group in line with the Programme EA review.</p>		
Protected characteristic (PC) group	Potential Impact	Mitigation

Religion and belief	<ul style="list-style-type: none"> No issues identified 	<ul style="list-style-type: none"> No action required at Group level
Age	<ul style="list-style-type: none"> No issues identified 	<ul style="list-style-type: none"> No action required at Group level
Ethnicity	<ul style="list-style-type: none"> No issues identified 	<ul style="list-style-type: none"> No action required at Group level
Gender	<ul style="list-style-type: none"> There are 20.6% more female employees than for DWP as a whole. This group is more likely to have child care responsibilities. The proposed location changes may have a disproportionate impact if individual needs aren't considered on a case-by-case basis. A number of employees have requested to attend part of the week in hubs and continue to work from local offices and/or and work from home. 	<ul style="list-style-type: none"> Further analysis to decide on any action that needs to be taken to reduce negative or disproportionate impact or increase positive impact Additional guidance for Line Managers is being provided in advance of the 2nd round of one-to-one meetings to make clear that Line Managers should consider all options and available support for individuals on a case by case basis.
Transgender	<ul style="list-style-type: none"> No issues identified 	<ul style="list-style-type: none"> No action required at Group level
Disabled People	<ul style="list-style-type: none"> FG has a disabled workforce broadly in line with DWP as a whole. There are a number of employees who would require a reasonable adjustment related to health (specialist chairs, raised desks, monitor raisers, specialist mouse lighting, keyboards, lap-tops, SAD lamps) A number of employees have requested reasonable adjustments due to health conditions that are related to their physical workspace including provision of Dragon 	<ul style="list-style-type: none"> To review and monitor to reduce any disproportionate impact. Although the majority of reasonable adjustments are already in place, others will be considered for new locations as per DWP guidance and completion of a DSE. Group to take into account as part of level 1/2 design for proposed hub location and to arrange a DSE with individuals

	<p>software, additional power-sockets, power assisted doors to working area)</p> <ul style="list-style-type: none"> • There are a number of employees who would require a reasonable adjustment related to health to be based in specific locations to take into account light/noise and car parking provision. • A number of employees have raised concerns around the need for travel by public transport/walking to a hub location given health issues that restrict the extent of travel (some supported by OHS) 	<ul style="list-style-type: none"> • Group to take need for ground floor desk and lighting requirements into account as part of level 2 design for proposed hub location and to arrange a DSE with individuals. Car parking for consideration for blue badge holders. • Line Managers to consider all available options with individuals and OHS. This could include changes to days/hours of working and/or redeployment opportunities. Once all options have been explored the business should consider whether these individuals should be referred for an exception to the corporate centre strategy.
Sexual orientation	<ul style="list-style-type: none"> • No issues identified 	<ul style="list-style-type: none"> • No action required at Group level
Marital status/civil partnership	<ul style="list-style-type: none"> • No issues identified 	<ul style="list-style-type: none"> • No action required at Group level
Maternity/Pregnancy	<ul style="list-style-type: none"> • No issues identified 	<ul style="list-style-type: none"> • No action required at Group level
Part-time working/Part year working patterns	<ul style="list-style-type: none"> • Support requested for additional childcare costs such as breakfast clubs and/or after school clubs to cover the additional travelling time needed. 	<ul style="list-style-type: none"> • For consideration at Group level as per DWP policies
Group:	Change	Date: 7/4/17

Appendix 2 supplements the Programme level Equality Analysis for the Corporate Centre strategy and is based on group EA summaries.

There are total of 1207 employees in the Group, 537 of whom are potentially impacted or who have requested and have received one-to-one discussions (44.5 %).

127 employees have indicated personal circumstances that could impact on their mobility e.g. caring responsibilities, childcare and/or health.

97 people advise that they require a reasonable adjustment (RA).

The analysis and proposed mitigation action detailed below is specific to Change Group. The content of Appendix 2 will be monitored and reviewed by Change in line with the Programme EA review.

Protected characteristic (PC) group	Potential Impact	Mitigation
Religion and belief	<ul style="list-style-type: none"> No issues identified 	<ul style="list-style-type: none"> No action required at Group level
Age	<ul style="list-style-type: none"> No issues identified 	<ul style="list-style-type: none"> No action required at Group level
Ethnicity	<ul style="list-style-type: none"> No issues identified 	<ul style="list-style-type: none"> No action required at Group level
Gender	<ul style="list-style-type: none"> There are 14.3% more female employees than in DWP as a whole. This group is more likely to have child care responsibilities. The proposed location changes may have a disproportionate impact if individual needs aren't considered on a case-by-case basis. There are a number of people with caring responsibilities who have been working at home or at an office closer to home. 	<ul style="list-style-type: none"> Further analysis to decide on any action that needs to be taken to reduce negative or disproportionate impact or increase positive impact Additional guidance for Line Managers is being provided in advance of the 2nd round of one-to-one meetings to make clear that Line Managers should

		consider all options and available support for individuals on a case by case basis.
Transgender	<ul style="list-style-type: none"> No issues identified 	<ul style="list-style-type: none"> No action required at Group level
Disabled People	<ul style="list-style-type: none"> There are 0.7% more employees in the disabled group than for DWP as a whole There are employees who would require a reasonable adjustment related to health (lighting environment, permanent desk for specialist equipment. 	<ul style="list-style-type: none"> Although the majority of reasonable adjustments are already in place, others will be considered as per DWP guidance for the hub location and where possible included in L1/2 hub design.
Sexual orientation	<ul style="list-style-type: none"> No issues identified 	<ul style="list-style-type: none"> No action required at Group level
Marital status/civil partnership	<ul style="list-style-type: none"> No issues identified 	<ul style="list-style-type: none"> No action required at Group level
Maternity/Pregnancy	<ul style="list-style-type: none"> No issues identified 	<ul style="list-style-type: none"> No action required at Group level
Part-time working/Part year working patterns	<ul style="list-style-type: none"> No issues identified 	<ul style="list-style-type: none"> No action required at Group level

Glossary of terms

CC	Corporate Centre
CDSG	Corporate Delivery Steering Group
CEDAW	The convention on the Elimination of All forms of Discrimination against women
CHG	Change
CIT	Central Information Office - Technology
CMG	Child Maintenance Group
CRPD	United Nations convention on the Rights of People with Disabilities
EA	Equality Analysis
EAP	Employee Assistance Programme
EFA	Excess fares allowance
ET	Executive Team
FG	Finance Group
FTE	Full Time Equivalent
HR	Human Resources
LTUS	Local Trade Union side
OHS	Occupational Health Service
PC	Protected characteristics
PLP	People & Locations Programme
PRIME	Private Sector Resource Initiative for the Management of Estate
PSED	Public Sector Equality Duty
RM	Resource Management
SC	Strategic Communications
SPOC	Single Point of Contact
STR	Strategy
SW	Smart Working
UNCRC	United Nations Convention on the Rights of the Child
WMRP	Workforce Management Redeployment Package