

Legal Group

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Legal Group (formerly Law Governance and Special Policy Group) race, disability and gender equality schemes 2008-2011

Why we are reviewing our disability and gender schemes early

In our equality schemes annual progress reports published in November 2007, we explained that we had decided to review all our equality schemes in 2008 for the following reasons:

- race legislation requires race equality schemes to be reviewed by May 2008;
- to take on board comments on our first disability and gender equality schemes;
- to move towards our objective of mainstreaming and aligning with the usual April-March planning cycle used across government, and to align our cycle with the Spending Review cycle; and
- to move towards a single equality scheme.

This will help to embed diversity and equality into the way we do business. As this review is significantly earlier than required for disability and gender, we discussed this decision with the Disability Rights Commission and the Equal Opportunities Commission before they became part of the Commission for Equality and Human Rights in October 2007. They supported the proposal to carry out the third year review early with a 'light touch' review of our disability and gender equality schemes at the same time as we review our race equality schemes.

Supporting the Department's strategic objectives

Our business plan for 2008/09 sets out the links between the Groups' work, the Department's strategic objectives, and the Public Service Agreements.

In 2008/2009 Legal Group will make a significant contribution to the achievement of all the Departmental Strategic Objectives by providing a range of advice and support to all areas of DWP business. In particular we will:

- Provide legal support for DWP's programme of welfare, child support and pension reform.
- Contribute to the reform of discrimination law.
- Advise DWP's businesses and support improved standards of decision making and appeals, freedom of information, and data protection.

Supporting the Public Service Agreements

We will support the Department's lead on the Public Service Agreement to "Tackle poverty and promote greater independence and wellbeing in later life" through the provision of legal support to DWP's programme of welfare, child support and pension reform.

We will also support the Department's contribution to "Address the disadvantage that individuals experience because of their gender, race, disability, age, sexual orientation, religion or belief" by contributing to the reform of discrimination law.

Overview of progress since December 2007

We have revised our induction material to include links to guidance on workstation assessments, reasonable adjustments, and health and safety risk assessments. This induction pack will be issued to every new member of staff who joins Legal Group.

Current figures show that 57% of our staff have now undertaken additional diversity learning using the race, disability and gender learning zones.

We have discussed with the DWP Standards Committee its important role in helping DWP identify whether there are any parts of our decision making and appeals process that disadvantage or exclude specific diversity groups, and to look at what could be done to improve the standard of decision making, particularly in respect of decisions involving hidden disabilities or mental health issues. Access and inclusion will form part of its work plans for 2008/09.

The extent to which our services meet the needs of disabled people

We have already mentioned we have agreed that the DWP Standards Committee will investigate and recommend action on any issues preventing disabled customers from engaging equally in the decision making and appeals process.

We are also looking at ideas to enhance the current training for decision makers, particularly on mental health issues, to ensure that more of our initial decisions are the correct ones.

Involvement of customers, stakeholders and staff

We have not had many opportunities to involve customers or stakeholders directly, as the majority of the group's work provides services to internal stakeholders. We believe that the new Customer Reference Group will provide us with the additional involvement we need to consider the effects of our policies, particularly on decision making. We attended the initial workshop that was held in February. Examples of organisations that took part are:

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- DIAL UK;
- Equalities National Council;
- Disability Awareness In Action;
- UK Council on Deafness;
- RNID;
- Action for Blind People;
- National Advisory Group on Learning Disability and Ethnicity;
- Inspired Services;
- Diversity Solutions.

We felt the most important issue we took away was the need to involve a variety of individuals and organisations, combining professional organisations with smaller local groups that have personal experience, and to ask them how our services can be improved.

We have also looked at the feedback from the involvement exercises conducted by Jobcentre Plus, Disability & Carers Service, and the Pensions Service. Jobcentre Plus included two questions on our behalf as part of their customer involvement exercise in December 07. The information gathered has helped us progress the work looking at access to and exclusion from the decision making and appeals process.

We have followed up on the two main concerns which were raised by staff in last year's diversity questionnaire. We are now gathering more information on the length of time to clear reasonable adjustments and the reasons for any delays. We are also organising a workshop based diversity event to supplement the on-line packages.

Our diversity action group continues to meet every 3 months providing staff with a forum to raise and consider diversity and equality issues within the group.

Equal pay review

We undertake regular equal pay audits to review our pay policies and their application. Our pay statement is included in the chapter on Corporate Human Resources and in others across the Department where they have responsibility for recruiting professional staff.

Impact assessments

We follow Departmental processes to ensure that we impact assess any proposed policy changes for race, disability and gender discrimination. So far we have not had to do any new diversity impact assessments in our own policy areas, but legal advisers have taken part in two impact assessment training events and more are to follow.

Our updated action plans now include actions to review our existing policies, and we have set out our plan to complete this over the period April 2008 to December 2009.

Monitoring and evaluation

Our opportunities to monitor the Group's functions and policies have to date been very limited, both in scope and content. We always knew this was difficult for us, as without having direct access to external customers we have been dependant on the monitoring data gathered by the businesses and the different customer fora that the Department has in place.

We are awaiting the outcomes of the Department's work to establish what further information is needed to help design and deliver the policies and services that our customers need. This will enable the Department to ensure consistency of information collected across the businesses. The Department's customers and stakeholders will be involved as this work progresses, and this should help us to make sure that our policies meet the needs of disabled people, and that they promote race equality.

Employment data

We monitor, analyse and evaluate a range of information on our staff to meet the specific requirements of the Race Relations Act, the Disability Discrimination Act and the Equality Act. This helps us to ensure that our staff from under-represented groups receive equal outcomes and are able to fulfil their potential. Our employment data is reported in the chapter on Corporate Human Resources.

Details of how and when we will publish future progress reports

We will continue to publish our progress reports as part of the Department's main publication. The reports will be available from the DWP website with printed copies available on request.

Other aspects of diversity

We have a member from the Legal Group on each of the staff network groups for sexual orientation, religion or belief, and age, who represent the views of the group, and they feed back any relevant issues to the diversity action group for dissemination.

47% of our staff have completed the additional learning zone training on age, and 28.5% the learning zones on sexual orientation, and religion or belief.

Annex 1 – Legal Group: Assessment of Functions and Policies

This annex sets out the approach which we have taken to the assessment of policies and functions for the group.

Owner: Director, Legal Group

Functions and Policies	Race	Gender	Disability	Reason for rating
1. To provide high quality legal advice and legislative, litigation and prosecution services to the Department, its agencies and other government departments.	Low	Low	Low	We are satisfied that the previous high rating can be lowered. The solicitor's office will take account of all relevant equality legislation when giving advice.
2. Implement integrated arrangements for governance, decision making, corporate leadership, business continuity and security in the Department.	Low	Low	Low	The division has no outward facing functions and the assessment has focussed entirely on the impact to management and staff
3. Maintain and further develop cross-cutting policy issues by providing a centre of expert advice on matters relating to freedom of information, data protection, devolution and human rights.	Low	Low	Medium	We revised guidance on dealing with representatives of disabled people and are now monitoring its effectiveness.

Functions and Policies	Race	Gender	Disability	Reason for rating
4. Maintain and further develop cross-cutting policy issues by providing advice and input to colleagues on policy on decision making and appeals in benefits and child support, overlapping benefits, claims and payments, and agents and appointees.	Low	Low	High	Work is ongoing to address the concerns raised by disabled customers and the organisations that represent them over the adequacy of training for decision makers on disability, and in particular over mental health issues.
5. Maintain and further develop cross-cutting policy issues by providing full, accurate, and timely input into appeals to the Social Security Commissioners and the Higher Courts.	Low	Low	Low	No issues have been identified.
6. Continuously improving the way we work with all our partners in the Department for Work and Pensions, Department of Health, Office for National Statistics, the Food Standards Agency, other government departments, local authorities and non-governmental organizations.	Low	Low	Low	The consultation undertaken with stakeholders as part of our framework for action produced a number of changes to the ways the group works but no issues on equality were identified.

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Functions and Policies	Race	Gender	Disability	Reason for rating
7. Apply both the Department's and Government Legal Services criteria to all aspects of the recruitment and retention of staff across the Group	Medium	Medium	Medium	We still have a long term objective to ensure that the mix of staff reflects the diversity of the population, particularly in Senior Civil Service and senior grades, but the turnover of staff in the group is too slow to effect any rapid change.

Priority Ratings

Key to high, medium or low

- High** actions included in the action plan that are being acted upon immediately or in the near future
- Medium** actions included in the action plan that require longer-term/ ongoing actions
- Low** actions not included in the action plan

Annex 2 – Race Equality Action Plan

Objectives	Activities required	Timescales	Outcomes	Progress
1 All staff are made aware of the requirements of the race duty under the Race Relations (Amendment) Act 2000	All staff to complete the race toolkit	Review progress July 2008	All training actions completed and staff to be aware of race issues and impact in their daily roles	To date 287 staff (57%) have completed the diversity toolkit or learning zone for race
2 Identify specific race equality training needs for all Legal Group staff	Diversity action group to review race equality training needs and propose programme of suitable opportunities	Review progress July 2008	Future race equality training needs established	Our review in June 2007 showed that some staff would prefer a workshop as opposed to on-line learning, so that they could discuss the issues that the training covered. We originally aimed to trial a workshop in November but this has now been delayed until May 2008 whilst we scope out what could reasonably be covered in a single event

Objectives	Activities required	Timescales	Outcomes	Progress
3 Involve customers and race organisations in reviewing our progress against the Race action plan	Formalise future consultation arrangements with all stakeholders (Department's Equality and Diversity Centre of Expertise, the Pensions Disability and Carers Service, Jobcentre Plus, and the Pensions Service)	Ongoing	The views of customers and ethnic minority organisations are taken into account in reviewing progress	The Department's Diversity and Equality Centre of Expertise is setting up a reference Group that addresses cross-cutting, 'big picture' issues. The Reference Group will represent all diversity strands and all customers across the range of services and functions provided by the Department The Reference Group will be able to take a 'long view' on how issues emerge, develop and are addressed over time
4 Review existing policies to ensure they promote equality for ethnic minority groups	Conduct initial screening through impact assessments for: <ul style="list-style-type: none"> • Claims and Payments Regulations • Overlapping Benefits Regulations • Decision-making and Appeals Regulations • Agents and appointees • FOI and Data Protection 	To be completed by December 2009	Race impact assessments completed Actions included in future action plans to address any negative impacts identified from full impact assessments	Our policy areas are cross cutting and affect all the benefits administered by the Department's agencies. At the moment there is no specific source of information we can use which would allow us to measure impacts, and we mainly have anecdotal information on how our policy areas affect different client groups We started the screening process in April 2008 Whilst we are only required to review existing policies for disability and gender by 2009, we wanted to review on race at the same time to ensure that a joined-up comprehensive review takes place

Objectives	Activities required	Timescales	Outcomes	Progress
4 Review existing policies to ensure they promote equality for ethnic minority groups (continued)	Conduct full impact assessment for any policy where a negative impact is identified Publish results	(See above)	(See above)	(See above)
5 Monitor the group's services and functions to ensure they promote equality and take account of the needs of ethnic minority groups	Work with DWP Equality and Diversity Centre of Expertise led working group to establish relevant ethnic minority Management Information sources Set up processes within the group for regular analysis of ethnic minority Management Information	To be completed by December 2009	Establish provision of relevant ethnic minority management information Responsibilities agreed for regular analysis of Management Information relating to groups policies	Our policy areas are cross cutting and affect all the benefits administered by the Department's agencies. At the moment there are no specific sources of information we can use which would allow us to measure impacts, and we mainly have anecdotal information on how our policy areas affect different client groups The Diversity & Equality Centre of Expertise (CoE) are working with the Customer Information System team to agree a consistent standard for data that all businesses could use and easily share. Next steps will be to examine how the data may be recorded across the businesses The CoE will be seeking input from the businesses shortly for an assessment of the areas of their processes that should be covered

Objectives	Activities required	Timescales	Outcomes	Progress
6 Identify any reasons for any imbalance of ethnic minority staff in higher grades	<p>Obtain figures by grade</p> <p>Follow the principles of the 10-point plan until the new Civil Service-wide diversity strategy is published</p> <p>Find out about any Government Legal Service initiatives to increase diversity amongst lawyers</p>	<p>Ongoing</p> <p>Review April 2009</p>	Address any imbalance of ethnic minority staff in higher grades where one exists	<p>The turnover of senior civil servants (SCS) in the group is slow because 23 of the group's 27 SCS posts are held by lawyers</p> <p>Our percentage of ethnic minority staff at G6 & G7 is above the Department's average. However progress to SCS within the group for those two feeder grades is slow because of the slow turnover of SCS posts</p> <p>We have agreed with the Government Legal Service that they will keep us aware of any initiatives to increase diversity in recruitment of lawyers</p>
7 Identify any areas in the decision making and appeals process where ethnic minority customers experience barriers	Monitor Standards Committee's progress on looking at access and inclusion issues	Review September 2008	Identify areas of exclusion to the Department's agencies	Standards Committee has agreed to include access and inclusion in their work plans for 2008/09

Objectives	Activities required	Timescales	Outcomes	Progress
8 To review the ethnic minority targets for the membership of Non-Departmental Bodies	Review Departmental ethnic minority targets for Non-Departmental Public Bodies	Annually	The membership of Non-Departmental Public Bodies sponsored by the Department for Work and Pensions reflects the general population	<p>Latest Figures at 31 March 2008 indicate an achievement of 10% against a target of 14.6%. There have been significant changes across the whole NDPB landscape, including the closure of some bodies and changes in others. The effects of some of these changes will not impact the statistics until 31 March 2009 or later. Our Business Modelling and Analysis Division has advised that in the future it will be almost impossible to achieve either the current target or current achievement</p> <p>Their analysis is based on changes to the current bodies sponsored, revised numbers of public appointments, representation levels and the current appointment periods of incumbents as well as turnover rates (these can be very slow as members are usually appointed for a three year period and are often reappointed for a further three years). It has also made comparisons with SCS levels of representation and economically active rates. In the light of this a target of 7% has been agreed over this coming three year period to March 2011</p>
	Monitor targets to ensure progress is made	Annually		

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Objectives	Activities required	Timescales	Outcomes	Progress
1 Increase awareness of disability issues for staff and managers	All staff to complete the disability toolkit	Review July 2008	All training actions completed and staff to be aware of the disability issues and impact in their daily roles	So far 286 staff have completed additional training through the disability toolkits or the newer learning zones. This represents 57% of the group's staff
2 Identify specific disability equality training needs for all Legal Group staff	Diversity action group to review disability training opportunities	Review July 2008	Future disability training needs established	Our review in June 2007 showed that some staff would prefer a workshop as opposed to on-line learning, so that they could discuss the issues that the training covered. We originally aimed to trial a workshop in November but this has now been delayed until May 2008 whilst we scope out what could reasonably be covered in a single event

Objectives	Activities required	Timescales	Outcomes	Progress
<p>3 Look at ways to improve the training on disability given to decision makers with particular reference to mental health issues</p>	<p>Undertake to work with the agencies in reviewing the training available to decision makers on disability, and in particular on mental health issues</p> <p>Co-ordinate these actions with those in response to the Standards Committee's recommendations</p>	<p>Review July 2008</p>	<p>Effective training packages agreed with agencies</p>	<p>Decision Making and Appeals policy will be working with the agencies on improving the standards of decision making, better explanations of decisions, and better customer letters. We are evaluating the Pensions Disability and Carers Service Professionalism In Decision Making and Appeals initiative (PIDMA) to consider whether elements of it could be taken forwards throughout the whole of DWP</p> <p>The DWP Standards Committee has also been looking at the standards of decision making and has included some specific recommendations on the mental health issue in its interim report. They are also looking at whether PIDMA could be applied wider in DWP. We will review the Pensions Disability and Carers Service progress in addressing the Standards Committee's recommendations</p>

Objectives	Activities required	Timescales	Outcomes	Progress
4 Consider ways to identify and remove barriers to effective working between the Department and the representatives of disabled customers	Undertake to work with the agencies in reviewing their policies on discussing cases with representatives of disabled customers	To meet agency timetables and with assistance from the standards committee Review progress by end August 2008	Existing barriers identified and removed if possible, or justification for maintaining current procedures set out	<p>The guidance on “Working with Representatives” was updated to stress the advantages of working with representatives</p> <p>We asked a question in the Jobcentre Plus customer consultation exercise about any problems on dealing with representatives. The feedback suggested that some Jobcentre staff were not clear on whether the use of representatives was allowed</p> <p>We will discuss with the Department’s agencies and the Corporate Customer Affairs team what more could be done to make staff aware of the guidance</p>

Objectives	Activities required	Timescales	Outcomes	Progress
5 Improve the availability of decision makers, particularly in the Disability and Carers Service, to discuss cases	Undertake to work with the agencies in reviewing the availability of decision makers to discuss cases with customers and their representatives	To meet the Pensions Disability and Carers Service timetables Review July 2008	Decision makers in the Pensions Disability and Carers Service have been putting their name on decisions since last year A Central Explanation team (CET) has been set up in the Pensions Disability and Carers Service for some time with specialised help-line officers trained in the relevant aspects of decision making	Explanations are still given by the CET. We are still looking at how we can effectively monitor the accessibility of the explanation process as the Pensions Disability and Carers Service currently have no monitoring system in place Decision Making and Appeals policy will discuss with the Pensions Disability and Carers Service the best way to move this forward
6 Improve speed of reasonable adjustments	Set up a central control to monitor progress on reasonable adjustments and for managers to take remedial action as relevant to ensure speedy delivery	Review progress July 2008	Central control established and used to monitor progress on speed of reasonable adjustments	Numbers are still small. Most reasonable adjustments are cleared within six months of being requested. We are now gathering more information on clearance times and reasons for delays so that we can monitor bottlenecks and disseminate good practice

Objectives	Activities required	Timescales	Outcomes	Progress
7 Review and improve induction process for disabled staff	Review induction packs and line managers' duties	Cleared	Review completed and any necessary actions identified	<p>We have completely reviewed our induction packs and these now contain links to guidance on reasonable adjustments, and health & safety</p> <p>We have also arranged for Diversity Action Group members to write to all new staff</p>
8 Formalise future arrangements with the Department's Diversity and Equality Centre of Expertise, the Pensions, Disability and Carers Service, Jobcentre Plus, to involve disabled customers in reviewing our progress against our action plans	Agree suitable arrangements with all stakeholders	Ongoing	Customers and disability organisations have been involved and consulted on our progress against action plans at a proportionate level	<p>The Department's Diversity and Equality Centre of Expertise has set up a customer Reference Group that addresses cross-cutting, 'big picture' issues. The Reference Group will represent all diversity strands and all customers across the range of services and functions provided by the Department</p> <p>The Reference Group will be able to take a 'long view' on how issues emerge, develop and are addressed over time</p>

Objectives	Activities required	Timescales	Outcomes	Progress
9 Identify barriers that can prevent disabled customers from engaging effectively in the decision making and appeals process	Discuss with the DWP Standards Committee how to identify whether there are any barriers preventing disabled customers from engaging effectively in the decision making and appeals process and agree an action plan as necessary	Review progress July 2008	Identify ways to make it easier for disabled customers to engage effectively in the decision making and appeals process	The Standards Committee will include an undertaking to investigate access and inclusion in their work plan for 2008/2009 Their reports will feed back directly to the DWP agencies concerned, and they will keep us informed about any issues they discover. We will review progress in July
10 Identify any areas in the decision making and appeals process where customers with mental health problems, sensory impairments, or hidden disabilities suffer discrimination	Work with the Department for Work and Pensions Standards Committee to identify any part of the process that discriminates against these groups	Review progress July 2008	Discuss findings with relevant agencies and agree programme of work to assist disabled customers to engage in the process more effectively	See answer to 9 above

Objectives	Activities required	Timescales	Outcomes	Progress
<p>11 Review existing policies to ensure they promote equality for disabled customers</p>	<p>Conduct initial screening through impact assessments for:</p> <ul style="list-style-type: none"> • Claims and Payments Regulations • Overlapping Benefits Regulations • Decision-making and Appeals Regulations • Agents and appointees • FOI and Data Protection <p>Conduct full impact assessment for any policy where a negative impact is identified</p> <p>Publish results</p>	<p>To be completed by December 2009</p>	<p>Disability impact assessments completed</p> <p>Actions included in future action plans to address any negative impacts identified from full impact assessments</p>	<p>Our policy areas are cross cutting and affect all the benefits administered by the Department's agencies</p> <p>We started the screening process in April 2008</p>

Objectives	Activities required	Timescales	Outcomes	Progress
12 Identify any reasons for under representation of disabled staff in higher grades	<p>Obtain figures by grade</p> <p>Follow the principles of the 10-point plan until the new Civil Service-wide diversity strategy is published</p> <p>Find out about any Government Legal Service initiatives to increase diversity amongst lawyers</p>	<p>Ongoing</p> <p>Review April 2009</p>	<p>Address any imbalance of disabled staff in higher grades where one exists</p>	<p>The turnover of senior civil servants (SCS) in the group is slow because 23 of the group's 27 SCS posts are held by lawyers</p> <p>Progress to SCS within the group for those two feeder grades is slow because of the slow turnover of SCS posts</p> <p>We have agreed with the Government Legal Service that they will keep us aware of any initiatives to increase diversity in recruitment of lawyers</p>
13 Monitor the Group's services and functions to ensure they promote equality and take account of the needs of disabled customers	<p>Work with DWP Equality and Diversity centre of expertise led working group to establish relevant disability Management Information sources</p> <p>Set up process within the group for regular analysis of disability Management Information</p>	<p>To be completed by December 2009</p>	<p>Establish provision of relevant disability management information</p> <p>Responsibilities agreed for regular analysis of Management Information relating to groups policies</p>	<p>The Diversity & Equality Centre of Expertise are working with the Customer Information System team to agree a consistent standard for data that all businesses could use and easily share. Next steps will be to examine how the data may be recorded across the businesses</p> <p>The Diversity and Equality Centre of Expertise will be seeking input from the businesses shortly for an assessment of the areas of their processes that should be covered</p>

Annex 4 – Gender Equality Action Plan

Objectives	Activities required	Timescales	Outcomes	Progress
1 All staff are made aware of gender issues and the requirements of the gender duty under the Equality Act 2006	All staff to complete the gender toolkit	Review progress July 2008	All training actions completed and staff to be aware of gender issues and impact in their daily roles	To date 286 (57%) staff have completed the diversity toolkit for gender, or the new learning zone
2 Identify specific gender equality training needs for all Legal Group staff	Diversity action group to review gender training needs and propose programme of suitable opportunities	Review progress in July 2008	Future gender training needs established	Our review in June 2007 showed that some staff would prefer a workshop as opposed to on-line learning, so that they could discuss the issues that the training covered. We originally aimed to trial a workshop in November but this has now been delayed until May 2008 whilst we scope out what could reasonably be covered in a single event

Objectives	Activities required	Timescales	Outcomes	Progress
3 Involve and consult customers and gender organisations in reviewing our progress against the Gender action plan	Formalise future consultation arrangements with all stakeholders (Department's Diversity and Equality Centre of Expertise, the Disability and Carers Service, Jobcentre Plus, and the Pensions Service)	Ongoing	The views of customers and gender organisations are taken into account in reviewing progress	The Department's Diversity & Equality Centre of Expertise (CoE) has set up a Customer Reference Group that addresses cross-cutting, 'big picture' issues. The Reference Group will represent all diversity strands and all customers across the range of services and functions provided by the Department, and take a 'long view' on how issues emerge, develop and are addressed over time
4 Identify and remove barriers preventing customers of either gender engaging effectively in the decision making and appeals process	Discuss with the Department for Work and Pensions Standards Committee the role it could play in identifying barriers and agree an action plan as necessary	Review progress July 2008	Identify solutions to enable customers of either gender to engage effectively in the decision making and appeals process	The Standards Committee will include an undertaking to investigate access and inclusion in their work plan for 2008/2009 Their reports will feed back directly to the DWP agencies concerned, and they will keep us informed about any issues they discover

Objectives	Activities required	Timescales	Outcomes	Progress
5 Review existing policies to ensure they promote equality between men and women	Conduct initial screening through impact assessments for: Claims and Payments Regulations Overlapping Benefits Regulations Decision-making and Appeals Regulations Agents and appointees FOI and Data Protection Conduct full impact assessment for any policy where a negative impact is identified Publish results	To be completed by December 2009	Gender impact assessments completed Actions included in future action plans to address any negative impacts identified from full impact assessments	Our policy areas are cross cutting and affect all the benefits administered by the Department's agencies We started the screening process in April 2008

Objectives	Activities required	Timescales	Outcomes	Progress
6 Monitor the group's services and functions to ensure they promote equality and take account of the needs of men and women	<p>Work with DWP Diversity and Equality Centre of Expertise led working group to establish relevant gender Management Information sources</p> <p>Set up process within the group for regular analysis of gender Management Information</p>	To be completed by December 2009	<p>Establish provision of relevant gender management information</p> <p>Responsibilities agreed for regular analysis of Management Information relating to group's policies</p>	<p>The Diversity & Equality Centre of Expertise are working with the Customer Information System team to agree a consistent standard for data that all businesses could use and easily share. Next steps will be to examine how the data may be recorded across the businesses</p> <p>The Diversity and Equality Centre of Expertise will be seeking input from the businesses shortly for an assessment of the areas of their processes that should be covered</p>

Objectives	Activities required	Timescales	Outcomes	Progress
7 To review the gender targets for the membership of Non-Departmental Bodies	<p>Review Departmental gender targets for Non-Departmental Public Bodies</p> <p>Monitor targets to ensure progress is made</p>	<p>Annually</p> <p>Annually</p>	The membership of Non-Departmental Public Bodies sponsored by the Department for Work and Pensions reflects the general population	<p>Latest Figures at 31 March 2008 indicate an achievement of 38% against a target of 50%. There have been significant changes across the whole NDPB landscape, including the closure of some bodies and changes in others. The effects of some of these changes will not impact the statistics until 31 March 2009 or later. Our Business Modelling and Analysis Division (BMAD) have advised that we should follow the Cabinet Office lead and set realistic shorter term targets to progress towards the longer term aim of equal representation of men and women. In the light of this a target of 41% has been agreed over the coming two year period to March 2010 increasing to 42% by March 2011”.</p>

Objectives	Activities required	Timescales	Outcomes	Progress
8 Identify reasons for any gender imbalance in higher grades	<p>Obtain figures by grade</p> <p>Follow the principles of the 10-point plan until the new Civil Service-wide diversity strategy is published</p> <p>Find out about any Government Legal Service initiatives to increase diversity amongst lawyers</p>	<p>Ongoing</p> <p>Review April 2009</p>	<p>Address any gender imbalance in higher grades where one exists</p>	<p>The turnover of senior civil servants (SCS) in the group is slow because 23 of the group's 27 SCS posts are held by lawyers</p> <p>However progress to SCS within the group for those two feeder grades is slow because of the slow turnover of SCS posts</p> <p>We have agreed with the Government Legal Service that they will keep us aware of any initiatives to increase diversity in recruitment of lawyers</p>