

Background	7
The Race Relations (Amendment) Act (RR (A) A) 2000	7
DVLA - Race Equality Scheme - Action Plan October 2003 - October 2005	9
STAFF DISABILITY SURVEY 2005	13
Introduction	13
Follow-up Questionnaire	14
Further Advice	14
Annex A: Disability Survey 2005	14
CUSTOMER SURVEY RESULTS	16
INTRODUCTION	16
KEY FINDINGS	16
Customer profile	16
Customer satisfaction	16
Points of contact	17
Disabled access to DVLA premises	17
Facilities available at DVLA premises	17
Forms and leaflets	17
TV and radio	17
Posters	17
Telephone	17
Internet	18
Repeat enquiries	18
Concerns	18
RECOMMENDATIONS	19
Consultation	19

Disabled access to DVLA premises	19
Facilities available at DVLA premises	19
COMMUNICATIONS	20
Repeat enquiries	20
Post Office	20
Training Staff	20
SUMMARY	20
FURTHER INFORMATION	21
DIVERSITY ACTION PLAN 2005-2008	21
DVLA EQUALITY AND DIVERSITY (ACTION PLAN REPORT)	27
INTRODUCTION	27
Background	28
About the Agency	29
Joint Working	29
Providing Leadership	29
Assessing Policies and Functions	30
Consultation	30
Surveys	31
Developing links in the community	31
Monitoring	31
Publishing Results	32
Accessing Information	32
Access to information is provided to the public by:	32
Access to information is provided to staff by:	33
Customers	33
Staff	34

Accessing Premises and Facilities	34
Training and Developing Staff	35
Diversity Initiatives	35
Policy and Guidance	36
Summary	37
Further Information	37
EMPLOYMENT MONITORING REPORT 2004-2005	37
INTRODUCTION	37
Staff in Post	38
Ethnicity	38
Gender	39
Disability	39
Age	40
APPLICANTS FOR EMPLOYMENT	40
Ethnicity	40
Gender	40
Disability	40
STAFF LEAVING	41
Ethnicity	41
Gender	41
Disability	41
Age	41
REASONS FOR LEAVING	41
Ethnicity	41
Gender	42

Disability	42
LEAVERS AND RECRUITMENT COMPARISON	42
Ethnicity	42
Disability	42
Gender	42
STAFF APPLYING FOR TRAINING	43
Ethnicity	43
Gender	43
Disability	43
APPLICANTS FOR PROMOTION	43
Ethnicity	43
Applicants for promotion	44
Gender	44
Disability	44
PERFORMANCE DEVELOPMENT REVIEW	44
Gender	44
Disability	45
GRIEVANCE PROCEDURES	45
DISCIPLINARY PROCEDURE	45
Performance	45
Misconduct	45
Attendance	45
Ethnicity	45
Disability	45

DVLA RACE EQUALITY SCHEME ACTION PLAN REPORT	46
Introduction	46
Background	46
About the Agency	46
Joint Working	47
Providing Leadership	47
Identifying Relevant Functions and Policies	48
Assessing and Consulting on Proposed Policies	48
Impact Assessments	48
Consultation	49
Developing links in the community	49
Monitoring Policies for Adverse Impact	49
Publishing Results	50
Accessing Information and Services	50
Making Information and Services More Accessible	51
Customers	51
Staff	52
Training Staff	52
Summary	53
Further Information	53
RACE EQUALITY SCHEME ACTION PLAN 2005 - 2008	53
DVLA DIVERSITY SURVEY JANUARY 2005	59
Introduction and Background	59
Key Findings	60
Key Recommendations	60
Summary of Findings	61
Demographics	61
Disability	61
National Groups and Ethnicity	61
Sexual Orientation	62
Religion	62
Focus Groups	62
Fair Treatment	62

Access to Resources	62
Access to Information	62
Quality of Information	62
Flexible Working Hours [FWH] Pattern	63
Access to Job Training and Personal Development	63
Performance Development Review [PDR]	63
Opportunity for Promotion	63
Bullying and Harassment	64
Staff Grievance Procedure	64
DVLA Disciplinary Procedures	64
Management Skills	65
Recommendations	65
Demographics	65
Disability	65
National Groups and Ethnicity	65
Focus Groups	66
Fair Treatment	66
Quality of Information	66
FWH pattern	66
Job Training	67
Performance Development Review [PDR]	67
Opportunity for Promotion	67
Bullying and Harassment	68
Staff Grievance Procedure	68
Management Skills	68
Further Information	68

Background

1. The Race Relations (Amendment) Act 2000 requires all government departments to "positively and proactively" eliminate race discrimination before it occurs. The Act means that it is no longer possible simply to comply with the legislation, public bodies must demonstrate the preventative measures they have in place. Specifically, it requires public bodies, the Department for Transport (DfT) included, to produce an action plan outlining how it will meet its legal obligations. DfT published the action plan, known as the Race Equality Scheme (RES) on 31 March 2003. The Department's RES requires each agency to produce its own detailed action plan by October 2003.

2. Enforcement of the requirements of the Act will be carried out by the Commission for Racial Equality (CRE). The CRE have made clear that they intend actively police the Race Equality Schemes and are planning a rolling program of departmental inspections.

The Race Relations (Amendment) Act (RR (A) A) 2000

3. There are two elements to the RR(A) A known as the General Duty and the Specific Duties of the Act.

The General Duty

4. The General Duty obliges listed public bodies to:

Eliminate unlawful discrimination;

Promote equality of opportunity; and

Promote good relations between people of different racial groups.

The Specific Duties

5. The specific duties of the Act are designed to help public authorities meet the general duty and are effectively a means to an end. The specific duties require each authority to publish a Race Equality Scheme (RES) that:

States the functions and policies assessed as relevant to the general duty to promote race equality; and

Sets out the arrangements for meeting the duty by:

Assessing and consulting on the likely impact of its proposed policies on the promotion of racial equality.

Monitoring policies for any adverse impact on the promotion of race equality.

Publishing the results of assessments, consultation and monitoring ensuring that those from ethnic minorities have access to information and services.

Ensuring that the **public has access to information** and services.

Training all staff on issues relevant to the general and specific duties of the Act.

6. DVLA will need to consider implications of the Act both for customer service delivery and as an employer.

Customer Service Delivery

7. The Agency is under an obligation to assess which elements of its major functions and policies are relevant to Act. Once that is established, the Agency must assess whether the way that these functions and policies are being carried out meets the three elements of the general duty i.e. helps eliminate unlawful discrimination; promotes equality of opportunity and promotes good relations between people of different racial group.

8. In order to ensure that it meets the requirements of the Act the Agency is required to monitor, consult and analyse data in order to find any patterns of inequality so as to take whatever steps necessary to remove barriers and promote opportunity. The Agency must also publish the results of this monitoring.

9. DVLA completed a comprehensive RR(A)A compliance review in January 2003. Key areas, i.e. Central Operations Directorate, Development Directorate, External and Corporate Services Directorate, Local Operations and Directorate and Human Resource Directorate each completed detailed questionnaires which were submitted to DfT. The information was used in drafting the Department's RES.

10. In order to comply with the requirements of the Act DVLA must:

Maintain a list of any proposed policies that are relevant to the general duty of the Act.

Formally review that list every three years.

Set out the arrangements for assessing and consulting on the likely impact of the proposed policies on race equality. If assessment or consultation shows that the proposed policies are likely to have an adverse impact or harm race equality, the Agency must consider how it can best comply e.g. could the adverse impact be reduced by taking particular measures? Is further research or consultation necessary?

The assessments may involve using information already available; research; survey results; data gathering exercises; or specially commissioned research. Consultation can take place through any of the normal consultation methods.

Assessing the impact will involve drawing up clear statements of the aims and functions of each policy. The Agency will have to consider whether it has information about how the racial groups are affected by the functional policy or delivery of services. We will also need to consider whether the functions and policies are promoting good race relations. Information can be gathered from various sources e.g. research, records of complaints, surveys or focus groups.

Ensure public access to the information and services the Agency provides. e.g. consideration must be given to providing information or services in different languages.

Set out the arrangements for training staff on the general duty & specific duties of the Act. Training arrangements will need to make sure that staff responsible for meeting the general and specific duties of the Act are made aware of its requirements and that they have the necessary skills. In DVLA's case this is likely to impact on all staff involved in customer service delivery.

Set out the arrangements for monitoring policies for any adverse impact on race equality.

Monitoring must test how racial groups are affected by policies; whether people are dissatisfied with the policy; whether the service is provided effectively to all

communities; and whether the services are suitable and designed to meet different languages and individual cultural needs.

Monitor how effectively information is given the public.

Set out the arrangements for publishing the result of any assessments, consultations and monitoring. The publishing and monitoring arrangements are expected to be in proportion to the size and importance of the subject and should include information on why the consultation/ monitoring took place, how it was carried out and a summary of responses.

Human Resource Management

11. The Act requires that employees be monitored by reference to their racial groups in respect of:

Staff in post

applicants for employment, training and promotion

those who to receive training

those who benefit or suffer detriment as a result of performance assessment procedures

those involved in grievance procedures

those subject to disciplinary procedures

exit interviews for those who cease employment

12. The Agency will need to publish the results of employee monitoring and consultation. We are also required to analyse the data to find any patterns of inequality and take the steps necessary to remove barriers and promote opportunity

13. Consideration will have to be given as to how the existing information systems, both manual and electronic PSIP (Personnel Systems information Project), can be adapted so that they can provide information about different racial groups and show what progress the Agency makes towards race equality.

Equal Opportunities and Employee Relations

Recruitment and Staffing Group (RSG) - October 2003

DVLA - Race Equality Scheme - Action Plan October 2003 - October 2005

Aim	Action	By Whom	Timing
Provide leadership from the top	Appoint a Diversity Champion	Chief Executive	April 04

to the requirements of the RR(A)A	Agree the RR(A)A Report and Action Plan.	Executive Board	30 June 2004
	Formally review progress against Action Plan	Executive Board	31 December 2004
	Draft a training strategy based on directorates prioritised lists to educating the workforce on its responsibilities under RR(A)A	Director of Personnel	31 July 2004
	Continue to attend Multi-Agency Forum (MAF) Swansea meetings.	HR (Human Resource)Representatives	Biannually
2. Meeting the General duties of the Act.	Form a Working Group to consider the impact of the legislation on the Agency's main functions	Recruitment and Staffing Group (RSG)Working Group	October 2003 - January 2004
	Compile a list of any proposed policies that are relevant to the General Duties of the Act. Directorates to produce an timetable for addressing the prioritised list	Each Directorate	31t July 2004
	Set in place a procedure for that list to be reviewed annually.	Each Directorate	31July 05
	Directorates commence impact assessments on Top 5 functions, policies and procedures.	Each Directorate	31August 04

<p>Each directorate sets out the existing arrangements for assessing and consulting on the likely impact of the proposed policies on race equality and any proposed changes to ensure compliance.</p>	<p>Each Directorate</p>	<p>31 July 2004</p>
<p>Each directorate set out the existing arrangements for public access to the information and services the Agency provides and the changes required to demonstrate RR(A)A compliance.</p>	<p>Each Directorate</p>	<p>31 July04</p>
<p>Each directorate sets out the existing arrangements for monitoring policies for any adverse impact on race equality and the changes required to demonstrate RR(A)A compliance.</p>	<p>Each Directorate</p>	<p>31 July 04</p>
<p>Each directorate to set out arrangements for monitoring how effectively information is currently given to the public and changes required to demonstrate RR(A)A compliance.</p>	<p>Each Directorate</p>	<p>31 July 04</p>
<p>Each directorate to set out the arrangements for publishing the result of any assessments, consultations and monitoring.</p>	<p>Each Directorate</p>	<p>31 July 04</p>

3. Meeting the Specific duties of the Act	Each directorate establishes mechanisms for the identification of patterns of inequality and takes the steps necessary to remove barriers and promote opportunity.	Each Directorate	30 September
	Specifically:	HR Director	30 September
	Introduction of a mandatory course to enable key personnel to be trained in the requirements of the RR(A)A.	Gareth Beynon	30 July 04
	Set in place procedures for monitoring staff recruitment in accordance with the requirements of the RR(A)A.	Gareth Beynon	31 July 04
	Set in place procedures for monitoring staff in post figures via you@dvla (A DVLA Staff information service)	Sheila Griffiths	31 July 04
	Set in place procedures for monitoring training access and activities, evaluate results and take appropriate action.	Gareth Beynon	31 July 04
Set in place procedures for monitoring staff promotion, evaluate trends and take appropriate action.	Gareth Beynon	31 July 04	
Set in place mechanisms for monitoring performance assessment procedures. Analyse results and take appropriate action.	Gareth Beynon	31 July	

	Set in place procedures to monitor the level of grievances, reports of harassment and discrimination. Evaluate trends and take appropriate action.	Gareth Beynon	31 July
	Set in place procedures to monitor those subject to disciplinary procedures. Evaluate trends and take appropriate action.	Gareth Beynon	31 July
	Set in place procedures for monitoring exit interviews for those who cease employment. Evaluate trends and take appropriate action.	Avril Beynon	October 2005.
	Set in place procedures for publishing the results of employee monitoring and consultation.		

Staff Disability Survey 2005

Introduction

Diversity Unit launched the Staff Disability Survey alongside the Staff Diversity Survey on the 31 January 2005 with the intention of identifying any newly disabled members of staff, offering assistance and up-dating personnel records for monitoring purposes.

As a result, we have identified 70 newly declared disabled members of staff. Disabled Persons' Officer, Debbie Phillips, has made contact with those who indicated that they wished to discuss workplace issues, offering advice and assistance. There are now 523 disabled staff recorded which is approximately 7% of the workforce.

The questionnaire also sought information about the nature of staff disabilities and access to reasonable adjustments needed to do their jobs. From the comments received we also identified some common areas for improvement including training for those involved in managing sickness absence, access to facilities and equipment, environmental issues and difficulties experienced with the procedure for recording

sickness absence and managing attendance. Feedback from this has enabled us to assess how we can best assist disabled staff and to seek improvements in the way in which adjustments to the working environment are provided.

Details of the responses received from the survey are set out below in Annex A. If you require this document in a larger format please contact the Diversity Unit as detailed below.

Follow-up Questionnaire

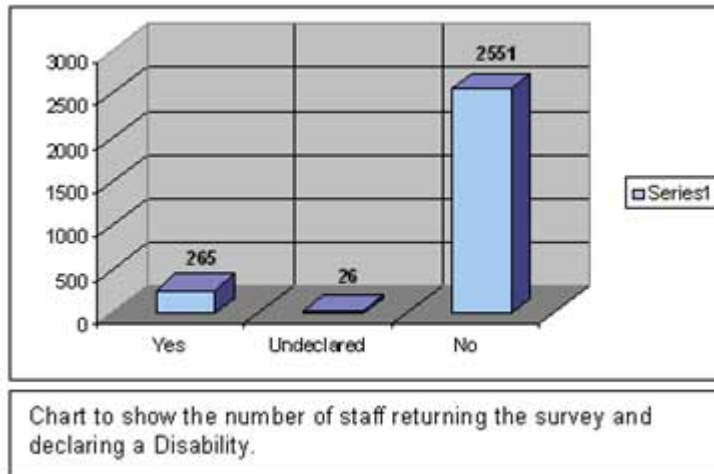
Unfortunately only 40% of the survey questionnaires were returned and our records are therefore not completely up-to-date. To overcome this we are sending questionnaires, to those for whom we have no record at the present time, with a request for information.

Further Advice

If you would like more information on this subject please email derrin.stock@dvla.gsi.gov.uk

Annex A: Disability Survey 2005

There were 7140 questionnaires issued and a return rate of 40%, which equates to 2842 questionnaires returned and 265 of these declared a disability.



Of the members of staff who stated on the questionnaire that they were disabled 200 said that it had an impact on their work.

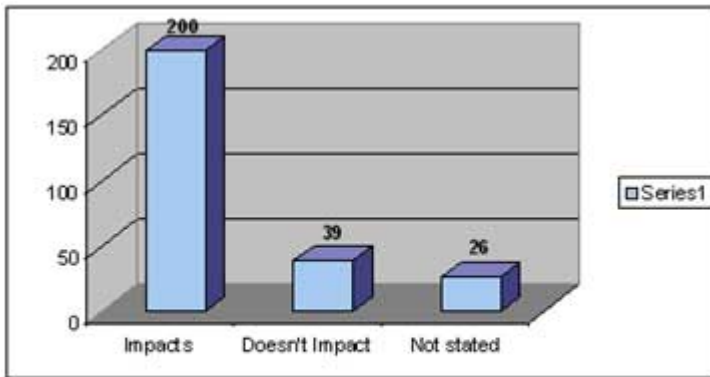


Chart to show number of staff who thought their disability impacted their work.

Of the staff who declared a disability, only 55 said that they needed help from a Disabled Persons Officer (DPO).

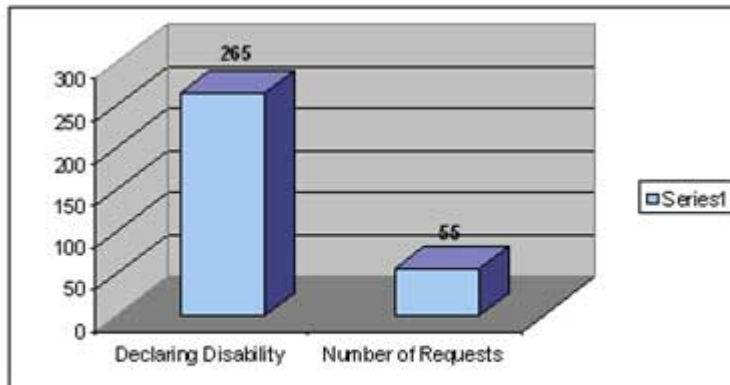


Chart to show amount of people who requested DPO help.

With regards to reasonable adjustment 2.6% of staff said that they had found it very difficult to obtain, 10.5% said it had been difficult, 41.9% found it easy and 10.2% of people found it very easy.

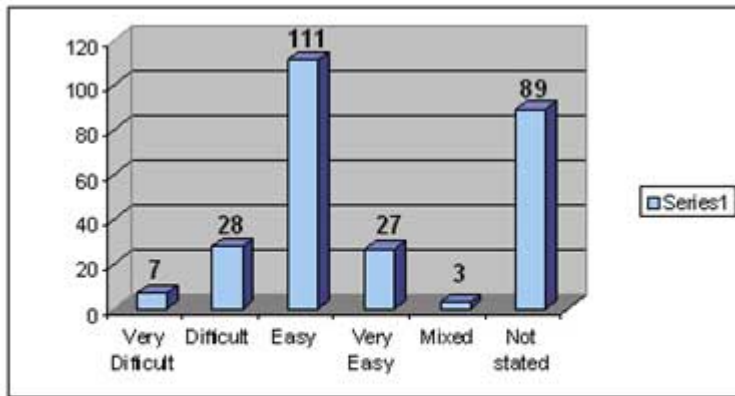


Chart to show how staff found obtaining reasonable adjustment.

CUSTOMER SURVEY RESULTS

(OCTOBER 2004)

THE DIVERSITY PERSPECTIVE

INTRODUCTION

The DVLA regularly undertakes anonymous customer surveys to assess satisfaction levels and access to information and facilities. In October 2004 customers were asked to provide additional details of their gender, age, ethnicity and whether or not they were disabled. This information has enabled us to establish how DVLA services are perceived and accessed by sections of the public and to make recommendations to overcome any barriers.

KEY FINDINGS

This survey was sent to 8,000 customers who had recent contact with the DVLA. Of these, 1,468 (18.35%) customers responded. The size of the survey and subsequent response makes the accuracy of judgements in respect of specific issues difficult to support where small numbers are involved. Also, depending upon the method of contact not all the questions were applicable to all customers e.g. if the contact was made by telephone then questions on access to premises and facilities would not be applicable. However, there is considerable consistency between all groups identified in the survey.

Customer profile

58% of customers who completed the survey were over 46 years of age, 63% were male, 8% were disabled and 6.5% were from black and minority ethnic (BME) groups, the largest such group (4.3%) being Asian.

Customer satisfaction

Overall satisfaction levels with service received for all groups monitored was between 87-88%. Questions were also asked about the time taken in respect of dealing with customers' applications and receipt of responses from DVLA and the helpfulness and courtesy of staff. Again satisfaction levels across all groups in this regard were high.

Points of contact

The most common recent method of contact for all groups taking part in the survey was letter and personal visit.

Disabled customers used personal visit slightly more than other groups, which may be a reflection of the requirements to conduct transactions in person.

Disabled access to DVLA premises

36% of disabled customers, who answered this question and for whom it was applicable, (i.e. 55% of respondents) were satisfied with disabled access to premises and 13% were not.

Facilities available at DVLA premises

Of those who answered the question and for whom it was applicable (61% of disabled customers which was considerably higher than any of the other groups where this ranged from 37-45%), in respect of facilities at DVLA premises, 31% of disabled customers were satisfied and 20% were dissatisfied.

All groups, who answered the question and for whom it was applicable, expressed some dissatisfaction with queuing and this was highlighted in comments received which also drew attention to the lack of parking and other facilities at Local Offices.

Forms and leaflets

16% of BME customers said that they would use leaflets/forms if they were available in another language. Of the languages selected five of those identified for translation by DVLA (Arabic, Urdu, Gujarati, Punjabi and Chinese) were included. The one not listed in the survey, but selected for translation by the Agency, was Bengali but that is to be expected as there were no Bangladeshi customers identified in the survey.

The application form and the Post Office ® were where most customers from all groups found the information they needed.

TV and radio

Customers from all groups found information about DVLA most from the TV (22-40%) and least from the radio (5-15%).

Posters

Although posters are a source of information for a greater percentage of BME (31%) than white customers (17%) this was not given the same priority, by that group, as a preferred method of receiving information.

Telephone

A higher percentage of BME (20%) and disabled customers (21%) preferred telephone as the method of communication than total male (16%) and female (11%) comparisons. However satisfaction levels with the time taken to get through were a general source of complaint. Telephoning Local Office and use of the website were the methods least used by all groups.

Internet

Despite fairly high levels of access to the internet among white (64%) and BME (58%) and male (56%) and female (64%) customers this was not reflected in those using the DVLA website as these levels were considerably reduced in all cases. Only 34% male and 26% female customers said they had used the website to obtain DVLA information and services. Therefore, despite greater access to the website by female customers, proportionally fewer had used it.

The largest group of customers in this survey were over 46 years of age and they had the lowest access to the internet (45%) and a correspondingly low number had used the website (27%). However, customers under 46 had high levels of access (74-86%) and those under 30 had used the website the most (37-43%).

Only 26% of disabled customers had access to the internet and 20% said that they had used the DVLA website.

Most and least preferred methods of communication

The most preferred method of communication for all groups was letter (76-85%)

Overall the least preferred method was mobile phone text messaging. This was favoured slightly more by customers in the age range 16-30 than those over 30. This may be due to the lack of development of this method or concern regarding unsolicited information and associated costs coupled with a greater usage of this medium by younger people.

Repeat enquiries

The number of repeat enquiries was considerably higher for BME customers (23% had one or more repeat enquiries compared with 11% of white customers). This may reflect additional complications in respect of the documentation required to undertake the transaction or lack of knowledge on the part of staff concerned. However, this conclusion was based on only 20 ethnic minority customers answering the question and may, therefore, not be significant.

Concerns

Despite a high level of satisfaction with the service provided by the Agency concerns were expressed from across all groups and these showed considerable similarity. The following is a selection of some of the most common.

Post Office: Insufficient staff, unhelpful/uninformed staff, long waiting times/queues and insufficient accommodation

Phone: Dislike of push button service, staff not phoning back, being passed around, unable to speak to a person and being forced to write

By Post: Having to send documents back because of errors and long waits

Local Office: Insufficient staff and accommodation, lack of parking, inadequate disabled parking and wheelchair access

Central Office: Incorrect address, problems with tax discs renewal, long waits for licence renewals, fines due to problems with paperwork, slow refunds and errors

Paperwork/Forms: Confusion over what needs to be filled in on forms, forms too complicated, unavailability of forms, poor form design and re-licensing of historic vehicles had a number of common problems

Enforcement: There was considerable concern expressed about drivers who are not in possession of valid road tax, insurance and MOT.

In respect of access to premises and facilities, those who are likely to be most adversely affected are older people, disabled people, pregnant women and people with young children.

BME and disabled people are likely to be most disadvantaged by problems associated with the telephone, paperwork and forms or inexperienced staff.

RECOMMENDATIONS

Consultation

Work with customers in the local communities, including local BME and disability groups, to improve services.

Disabled access to DVLA premises

Identify local offices where disabled access is inadequate and make reasonable adjustments or seek alternative accommodation where it is reasonable and practical to do so.

Facilities available at DVLA premises

The Agency's aim must be to reduce the time spent by customers in its offices. While there continue to be times when Local Offices have higher numbers of customers, than the accommodation and staff can cope with, this will lead to queues and the attendant issues. The Agency therefore needs to tackle those issues individually as follows:

Consider the need for personal visits to conduct transactions.

Endeavour to provide more parking facilities particularly for disabled customers (who, according to the survey, currently use Local Offices slightly more than other groups).

Provide more seating where possible, particularly for disabled and elderly customers, pregnant women and customers with young children.

Provide drinks/refreshment machines and toilet facilities where possible or notify customers of the nearest available facilities.

Provide "meeters and greeters" i.e. members of staff to personally assist customers with queries and paperwork.

Provide more visible information on general licensing and registration procedures by posters or display screens.

Investigate the use of touch screen technology to provide better access to information for customers including translations of documents and information leaflets.

Communications

Develop and advertise the accessibility and usage of the DVLA website on TV, (as this is well used to obtain information by all groups) and through other media and organisations, to encourage greater usage.

Continue to use TV as the medium to communicate important issues, e.g. the recent campaign on car tax, to reassure the public on issues they consider important.

Simplify forms to make them easier to understand and complete and make them accessible to avoid queries and the need for additional contact.

Translate appropriate forms and leaflets and posters into most requested languages as, although posters are not highly rated, more BME than white customers obtain information in this way.

Repeat enquiries

Establish reasons for repeat enquiries. Clarify and make information relating to application and transaction requirements readily available and accessible.

Post Office

Ensure that Post Offices have relevant forms, that their staff are appropriately trained and review the service level agreement.

Training Staff

Although there is little evidence, from this survey, to suggest that disabled people and those from BME backgrounds are less satisfied with the service they receive there does appear to be a need for customer service training which should cover diversity issues.

Currently local office staff are receiving training in respect of disability and general diversity awareness training. Specific customer service focused training in diversity issues is planned for later in the year (2005).

SUMMARY

This survey has provided very useful information about DVLA customers and has led to recommendations for improvements which will benefit all. Future surveys will continue include the diversity monitoring questionnaire and this will enable us to identify trends and initiate improvements in the way we provide our services.

FURTHER INFORMATION

A copy of the questionnaire sent to customers is available on our website

If you would like more information on this subject please email
derrin.stock@dvla.gsi.gov.uk

Diversity Action Plan 2005-2008

Objective	Deadline	Key performance indicator	Milestone	Responsibility
To consult on all policies and functions relevant to equality and diversity	Sep 2005	Consultation bodies for staff established and developed	Ethnic Minority Advisory Group (EMAG) and Speak Easy Group	Diversity Unit
	ongoing		membership increased	Diversity Unit
	ongoing	Continue to support and Develop membership of external equality and diversity bodies	and terms of reference agreed	Diversity Unit
	ongoing			Diversity Unit
To consult on all policies and functions relevant to equality and diversity		Customer views sought and action taken	Following disability survey establish database of staff who wish to be consulted	Diversity Unit
			Religion or Belief (RB) focus group established and terms of reference agreed	Central Initiatives Group
		Analysis of consultation information resulting in meaningful management reports	Develop consultation mechanism for sexual orientation and links with Stonewall	Diversity Unit
			Existing relationships, including CRE (commission for Racial Equality) and Remploy developed and new partnerships established	
			Continue to attend meeting of CRE Wales, Swansea Bay Race Equality Council (SBREC), Minority Ethnic Women's Network (MEWN).	
			Establish links with other external bodies including those representing asylum seekers, Gypsies, Travellers and ex-	

Objective	Deadline	Key performance indicator	Milestone	Responsibility
			<p>offenders.</p> <p>Undertake regular customer surveys</p> <p>Analyse results and take appropriate action</p>	
<p>To assess policies and functions and minimise any adverse impact on target groups of staff and customers</p> <p>To assess policies and functions and minimise any adverse impact on target groups of staff and customers</p>	<p>Annually from Feb 2005</p> <p>From Apr 2005</p> <p>Sept 2005</p> <p>Ongoing</p> <p>Dec 2006</p> <p>From May 2005</p> <p>Mar 2006</p>	<p>Equality Impact Assessments undertaken on all new policies and functions and those currently identified as being relevant to equality legislation</p> <p>Improved monitoring information available</p> <p>Electronic systems for collection of information providing improved access and analysis</p> <p>Analysis of monitoring information resulting in meaningful management reports</p> <p>Equal Pay Review removes unequal treatment in pay between male and female members of staff</p>	<p>Impact Assessment Timetable published</p> <p>All relevant and new policies impact assessed and revised as necessary</p> <p>Information collected separately for Local Office Network and main Swansea sites to monitor diversity strands</p> <p>Information systems in place to ensure all information is systematically collected where this does not currently exist</p> <p>Diversity monitoring included in all customer surveys and complaints procedure</p> <p>System Applications Processing (SAP) system developed to meet diversity monitoring needs</p> <p>Extended on-line facility available for staff to update their own diversity monitoring records</p> <p>Annual and ad hoc management information available to meet DfT and DVLA requirements</p> <p>Pay Review completed and new arrangements in place</p>	<p>Diversity Unit</p> <p>All Directorates</p> <p>HR Systems Enhancement Administration (HRSEA)</p> <p>HRSEA</p> <p>Central Initiatives Group</p> <p>HR change project</p> <p>Diversity Unit</p> <p>HR/Corporate Effectiveness Programme</p>

Objective	Deadline	Key performance indicator	Milestone	Responsibility
To inform staff and customers of the results of consultation and equality impact assessments	From Jun 2005	Results of consultation and impact assessments published and available to staff and customers	<p>Reports on consultation exercises and equality impact assessments published on DVLA website and intranet sites</p> <p>Communications group informed and information conveyed through News@DVLA, Newslines, staff newsletter, corporate briefs and associated consultation groups</p>	Internal Communications, DVLA Systems Development (DSD) Information Age Team and Diversity Unit
To provide access to information and services to staff and job applicants	From Jun 2005	<p>Comprehensive information available to staff and job applicants</p> <p>Improved access of IT systems for disabled staff</p>	<p>DVLA website and intranet site developed to include information and advice on recruitment, policies and procedures, benefits and services available to staff, contact details and current issues.</p> <p>Ensure Intranet site is accessible for all staff via voice activated software, audio and larger text screens</p> <p>Articles published in License, a2b and other publications</p> <p>Diversity notice boards up-dated regularly to highlight current diversity issues</p>	Internal Communications, DSD Information Age Team and Diversity Unit
<p>Provide access to information and services for customers</p> <p>Provide access to information and services for customers</p> <p>To have a diverse workforce which reflects the local</p>	<p>From Jun 2005</p> <p>From Jun 05</p> <p>From Jun 05</p> <p>From Sep 05</p> <p>From Jun 05</p>	<p>Comprehensive information available to customers</p> <p>Improved accessibility of IT systems for customers</p> <p>Information available in different formats and languages</p>	<p>Act upon customer survey recommendations regarding preferred methods of access to information</p> <p>DVLA website developed and regularly monitored to make information more accessible</p> <p>Continue to develop partnership with IBM and Fujitsu and external</p>	<p>Central Initiatives Group and Diversity Unit</p> <p>Diversity unit and corporate standards</p> <p>Diversity Unit, IBM, Fujitsu, Innovation Services & Driving Standards Directorate</p> <p>Driving Standards</p>

Objective	Deadline	Key performance indicator	Milestone	Responsibility
population in which it operates and remove barriers to work	From Sep 05	Customers have greater access to information through staff	organisations e.g. Ability New to develop IT solutions	Directorate
	Apr 08		Undertake access audit of current IT services available to DVLA customers and implement a planned prioritised programme to remove or alter physical barriers	Diversity Unit and Corporate Standards and Customer Enquiry Group
	Ongoing	Improved access to buildings, physical features, waiting areas and facilities, layout and signage	Ensure that technical architecture and roll-out of new facilities are suitable, compatible and accessible to all customers	Diversity Unit and DSD Information Age Team
	Sept 05	Monitoring statistics show that employees in local offices and Swansea locations reflect the local ethnic profile	Provide information on customer services in different languages at local offices and via the call centre	Diversity Unit
	Ongoing	Initiatives developed to encourage disabled and ethnic minority job applicants	Translate leaflets and guidance on the internet to enable customers greater access	Corporate Standards
		Staff and job applicants with different needs have access to work	Review priority language translations based upon latest research	Local Office Directorate (LOD)
			Provide Plain English versions of guidance notes	Learning and Development Group (LDG) and Diversity Unit
			Investigate further use of touch-screen technology and audio facilities, including translated information, at agency reception and local offices	LDG and Diversity Unit
			Training provided for staff wishing to improve their language skills and in basic British Sign Language to assist customer service	Estates Management Group and Local Office Network
			Training provided for meeters and greeters in	Estates Management Group
				Central Initiatives Group Diversity Unit
				Local Office Management
				And HR
			Management Information Team	
			Diversity Unit	
			Local Area Office	
			HR	
			Recruitment and	

Objective	Deadline	Key performance indicator	Milestone	Responsibility
			<p>LOD</p> <p>Undertake regular access audits of Swansea sites and local office network and review accommodation provision</p> <p>Ensure Private Finance Initiative (PFI) contractor is compliant with requirements as stipulated by Disability Discrimination Act (DDA)</p> <p>Act upon information from customer survey and Charter Mark Action Plan to improve access</p> <p>Monitoring statistics for Swansea and local offices analysed and compared with the local ethnic profile. Where there is an imbalance initiatives undertaken locally and nationally to encourage applications from under represented groups</p> <p>Promote careers with the DVLA at events and through organisations which will attract a diverse range of candidates including Remploy, Job Centre Plus</p> <p>Explore secondment opportunities with MEWN and SBREC</p> <p>Develop Day @ DVLA to provide opportunities for young people from diverse backgrounds</p> <p>Make reasonable adjustments to working environment and working hours including the provision of specific</p>	<p>Selection Services Team</p> <p>Diversity Unit</p> <p>Diversity Unit</p> <p>Diversity Unit</p> <p>Managers</p> <p>Diversity Unit</p> <p>Diversity Unit</p>

Objective	Deadline	Key performance indicator	Milestone	Responsibility
			<p>equipment for disabled staff</p> <p>Continue to support the Positive about Disabled People initiative.</p>	
To train staff in equality and diversity issues	From Sept 2005	All staff trained in their duties under equality legislation according to their roles	<p>Provide diversity awareness training for all staff and on induction including disability and race</p> <p>Provide specific diversity training for customer facing staff including disability</p> <p>Provide integrated and specific management training on diversity issues for staff with management responsibilities</p> <p>Monitor take-up and feedback on diversity training courses</p>	<p>Group / Diversity Unit</p> <p>Learning Development Group / Diversity Unit</p>
<p>To promote equality and diversity and good race relations throughout the DVLA</p> <p>To promote equality and diversity and good race relations throughout the DVLA</p>	<p>Ongoing</p> <p>Jul 2005</p> <p>Nov 2005</p> <p>Sep 2005</p> <p>Ongoing</p> <p>Sep 2006</p> <p>From May 2005</p> <p>Jun 2005</p> <p>From May 2005</p> <p>From May 2006</p>	<p>Initiatives developed to promote good practice and involve staff and customers from diverse backgrounds</p> <p>More ethnic minority and disabled staff have access to development opportunities</p> <p>Policies and procedures developed to promote equality and diversity including Access Strategy</p> <p>Harassment Contact Officer (HCO) network established and assisting staff to</p>	<p>Share best practice with other public and private sector organisations including Driver Vehicle and Operator (DVO) agencies</p> <p>Hold a social morning at DVLA offices to bring together local groups representing ethnic minority and disability groups.</p> <p>Hold a national diversity conference</p> <p>Undertake road shows to publicise diversity initiatives throughout the DVLA network</p> <p>Publish information on a range of diversity issues including a calendar of</p>	<p>Diversity Unit</p> <p>Diversity Unit</p> <p>HCO</p>

Objective	Deadline	Key performance indicator	Milestone	Responsibility
		their satisfaction	<p>religious and national festivals and advertise widely</p> <p>Join The Employers' Forum Disability Standard. Conduct preliminary self-assessment audit in advance.</p> <p>Promote Green Light scheme and Cabinet Office bursary scheme</p> <p>New diversity policies procedures and guidance published</p> <p>HCOs complete training and contact details advertised</p> <p>Monitoring reports on take up and customer satisfaction provided</p>	
Support work-life balance initiatives to enable staff to balance the demands of their working and personal lives	June 05 From May 05	<p>Flexible working arrangements reviewed</p> <p>High customer satisfaction levels with Nursery and holiday play scheme provision</p>	<p>Flexible working survey of staff undertaken</p> <p>Contract with School House Day Care Ltd monitored</p> <p>Customer surveys undertaken by the contractor and appropriate action taken.</p>	<p>Policy and Strategy Group</p> <p>Diversity Unit</p> <p>School House Day Care Ltd</p>

DVLA Equality and Diversity

Action Plan Report (2002 – 2005)

Introduction

This report incorporates the Driver and Vehicle Licensing Agency's (DVLA) **Race Equality Action Plan 2003-05** and the **Equal Opportunities and Diversity Action Plan for 2002-4**, both of which can be found on our website (www.dvla.gov.uk). It provides an up-date on progress made, on all equality and diversity issues, by the Agency in the period to May 2005.

From June 2005 the Race Equality Action Plan and the Equal Opportunities and Diversity Action Plan will be combined to form **the Diversity Action Plan 2005-08** which can also be found on our intranet and website. This 2005-08 Action Plan covers gender, ethnicity, disability, religion or belief, sexual orientation and age in order to fulfil the aims of **the Agency's Diversity Policy** and its legal responsibilities. It also includes action to widen the scope of diversity in the Agency with the addition of other groups such as ex-offenders and carers.

Background

The Race Relations (Amendment) Act 2000 (RR(A)A) placed a general duty on most public authorities, including the DVLA, to:

- Eliminate unlawful racial discrimination
- Promote equal opportunities and
- Promote good relations between people from different racial groups

The general duty is supported by specific duties to enable public authorities to meet the general duty, one of which is to publish a Race Equality Scheme (RES).

The RES was published by the Department for Transport (DfT) for all of its agencies in 2003. DVLA's RES Action Plan detailed how the Agency would meet its commitments under the DfT Scheme and its legal responsibilities under the RR(A)A. The RR(A)A duties extend to customers as well as Agency staff.

Amendments to the Disability Discrimination Act 1995, which came into force in October 2004, require "reasonable adjustments" to be made to make goods and services accessible to disabled people. This includes both physical changes to buildings and facilities and the way in which services are provided. These requirements have helped us to re-examine the way we deliver our services and seek ways to make them more accessible to everyone.

Legislation in respect of sex discrimination and equal pay is well established and ensuring that staff and customers are not discriminated against on grounds of gender is a key aim of the Agency. We recognise that work-life-balance policies and initiatives to support working parents, and staff with other caring responsibilities, are also important factors in creating greater equality in the workplace. Equally, making our services more accessible to women and people with children is something that we are seeking to achieve through improved facilities and access to information for our customers.

In December 2003 the Employment Equality (Religion or Belief) Regulations and the Employment Equality (Sexual Orientation) Regulations came into force in respect of employment and vocational training. These prevent direct and indirect discrimination, victimisation and harassment on grounds of religion or belief (or non belief) and sexual orientation.

At present there is no legislation on age discrimination, however, the Government is required to implement age discrimination legislation by 1 October 2006. This will cover all areas of employment and is expected to ban unjustified age discrimination for workers of all ages.

The Rehabilitation of Offenders Act 1974 enables a person, including an employee or prospective employee to conceal details relating to convictions under certain circumstances and protects them from discrimination.

About the Agency

The DVLA is responsible for:

- Setting up and maintaining accurate records of drivers and vehicles
- Issuing licences to and withdrawing them from drivers
- Issuing vehicle registration certificates
- Collecting and enforcing Vehicle Excise Duty (road tax)
- Selling personalised registration marks and anonymised data

The Agency operates across the UK and has approximately 40 million registered drivers and over 31 million vehicle records on its current database. As an employer it has approximately 5,200 staff at its headquarters in Swansea, Wales and 2,000 in its local office network throughout the UK. The Post Office acts as an agent for the Agency, under contract, for vehicle relicensing and other services at some 4,600 selected sites.

Joint Working

The DVLA works with the other Department for Transport (DfT) Agencies and shares best practice initiatives including diversity training and communication as well as issues such as making services more accessible.

DfT Network meetings are held quarterly and attended by all of the agencies involved, including the DVLA. These enable us to discuss diversity issues which affect our customers and staff and to develop corporate policies and responses.

The DVLA is also a member of Driver and Vehicle Operators Group (DVO) (a group based within the DfT) which seeks to harmonise diversity policy across the agencies. This group has also been charged with updating the Customer Experience Strategy document making recommendations for handling different language requirements for customers.

Joint working arrangements with the Driving Standards Agency (DSA), another agency of the DfT, are being further developed to facilitate better and seamless access for customers to the services of both the DSA and the DVLA.

We have established links with the Department for Work and Pensions and these will be strengthened in 2005 with a view to sharing good practice and resources.

We have also developed contacts with Swansea County Council to share information and develop local diversity initiatives in the Swansea area.

We have continued to actively work with and consult the Trade Union Side, (TUS) under the Partnership agreement between the DVLA and the Public and Commercial Services Union (PCSU), on all issues involving staff. Representatives from the PCSU are now involved in the Diversity Steering Group as detailed below (under Providing Leadership).

Providing Leadership

The Agency has appointed the Director of Human Resources and Estates, Avril Beynon, as Diversity Champion. She is responsible, with the Chief Executive, Clive Bennett and other Executive Directors, for ensuring that diversity is recognised and promoted as a positive business driver and that the requirements of legislation, such as the RR(A)A, are met. Avril is also responsible for providing the lead on all equality and diversity issues throughout the Agency.

To support the Directors and the Diversity Champion a Diversity Unit has been established within the Human Resources Directorate. This unit is responsible for establishing a programme to support compliance with equality legislation and promoting diversity throughout the Agency including: monitoring policies for adverse impact; advising directorates on undertaking equality impact assessments and consultation; improving access to information and services; recommending relevant training for staff; providing advice and pursuing equality and diversity initiatives including promoting good race relations and publishing the results of these undertakings.

A Diversity Steering Group has been formed to ensure that all areas of the Agency are involved in meeting the requirements of the RR(A)A and contributing to and making decisions which affect equality and diversity,. This group has representatives from all directorates of the Agency, the TUS and staff focus groups and meets regularly to consider equality issues, propose policies and discuss progress on diversity initiatives.

Assessing Policies and Functions

One of the requirements of the RR(A)A is to assess all policies and functions for their relevance to the duties of the Act (known as a “test of relevance”) and to carry out impact assessments upon those that are relevant, as well as any new policies or functions. In carrying out impact assessments we have considered not only the effect that these policies/functions may have upon different ethnic groups but also in respect of men and women, disabled people and, where appropriate, people of different ages, people with different religious beliefs (or no religious belief) and of different sexual orientations.

Details of the **Test of Relevance** and **Impact Assessments** which have been undertaken are available on our website.

Consultation

We consult with a number of partners and equalities groups when developing Agency policies and functions and best practice in promoting equality and diversity. These have included, the Commission for Race Equality (CRE), The National Coalition of Black Lead Organisations (NCBLO), Swansea Bay Race Equality Council (SBREC), the Minority Ethnic Women’s Network (MEWN), the Multi-Agency Forum Swansea, Job Centre Plus, Remploy, Shawtrust, SCOPE, WISE (Welsh initiative for Supported Employment) and Ability Net (a charity assisting with IT solutions for disabled people), the TUS, the Agency’s Ethnic Minority Awareness Group (EMAG) and, the group representing disabled staff, Speak Easy. We also have a wide circulation list of organisations which we consult according to the nature of the policies we are planning to introduce.

Surveys

In October 2004 the first sample customer survey to include monitoring questions on gender, age, disability and ethnicity was sent to 8,000 customers. This survey sought customers views on satisfaction with the service we provide, access issues and methods of communication. The information provided from this has been used to inform impact assessments and improve customer service (see Accessing Information and Services below). It has also resulted in a decision to undertake another survey of customers to assess our complaints procedure. Recommendations arising from the survey have been included in the Diversity Action Plan 2005-08 and a summary of the findings of the **Customer Survey 2004** are available on the website.

In October 2003 we conducted a survey of all DVLA staff and in January 2005 we undertook a Diversity Survey of staff, designed to specifically address equality and diversity issues, including diversity monitoring questions. As a result considerable interest in forming additional focus groups and support for existing ones was registered. This interest is being followed up and the resulting focus groups will be consulted on relevant issues and their feedback will inform future policy development. The 2005 survey has also been used to inform impact assessments and the Diversity Action Plan 2005-08. A summary of the findings of the **Diversity Staff Survey 2005** is available on our website.

A Disability Staff Survey 2005 was also undertaken to ensure that we were meeting the needs of disabled staff and to up-date our records to demonstrate our commitment to equality and diversity and legal compliance. The information from this survey has also been used to inform the impact assessments on Ill Health – Maintaining Satisfactory Standards of Attendance and Disciplinary policies and to provide assistance to those who indicated a need.

Developing links in the community

Representatives from the DVLA Diversity and Recruitment Units attended "Action for Jobs" events organised by Jobcentreplus, held in areas of high unemployment, to provide advice and assistance to help individuals into employment.

As a result of consultation with ethnic minority groups in the community MEWN and SBREC have expressed interest in strengthening the links between the DVLA and the local community including setting up secondments between our organisations. Under these arrangements staff from both organisations could be seconded to the DVLA for up to 12 months and DVLA staff could similarly be seconded to those organisations.

These arrangements will be developed in 2005 and associated actions are detailed in the **Diversity Action Plan 2005-08**.

Monitoring

One of the specific duties of the RR(A)A requires us to monitor our employment functions, to evaluate trends, assessing their impact on our staff and take appropriate action to ensure equal treatment. These monitoring reports include staff in post, training and development, recruitment, promotion, performance assessment, discipline and grievance, reports of harassment and discrimination and exit

interviews. We also collect and analyse monitoring information on part-time staff for evidence of unequal treatment.

This year, for the period 1 April 2004 to 31 March 2005, we established comprehensive monitoring templates to capture information on groups of staff. These include information in respect not only of ethnicity (as required under the RR(A)A) but also gender, disability and, in some instances, age. Since the vast majority of our staff, as detailed above (About the Agency), are based at the Swansea HQ buildings this has previously prevented any differences which may occur in the Local Office Directorate (LOD) from being detected. These monitoring figures have therefore been disaggregated this year so that the effect of HR functions at HQ and the LOD can be identified separately. All of this year's monitoring information has now been analysed and used to inform impact assessments.

Where monitoring information is incomplete we have made recommendations, contained in the 2005-08 Diversity Action Plan, to improve our records. New procedures for collecting information on disciplinary actions and grievances, harassment, verbal abuse and discrimination will be established.

Comments from the Disability and Diversity Staff Surveys suggest that disabled members of staff feel that the current triggers for action in the Ill Health Policy, or their application by managers, may place them at a disadvantage. A review of the sickness absence procedures is currently taking place and training for managers will form part of the implementation process.

As part of this programme, for improving monitoring, we have sought information from staff on their disability status and will also be doing so in respect of their ethnicity, where our records are incomplete. Staff are now able to complete their ethnic monitoring records on line through the intranet.

There is no conclusive evidence of an imbalance or adverse effect on any of the target groups reported as a result of this analysis but it is noticeable that women continue to be under represented in higher grades. Monitoring will continually be undertaken to identify any trends and results and analysis of this monitoring will be published annually. Any issues which arise as a result will be investigated, recommendations made and action taken to address any adverse impacts.

The 2004-05 Monitoring Report is available on our website.

Publishing Results

All of the information detailed above is published on our website.

We will make information available and accessible using diverse formats. People who do not have access to the internet may obtain hard copies of these documents from the Diversity Unit.

Accessing Information

We make information available in many formats to our customers and staff.

Access to information is provided to the public by:

Personal service at our local offices, at the post office or at the Swansea reception desk, and for main services through the Post Office ® or third parties such as motor dealerships.

Telephone, Letters, Fax and Email including minicom facilities to our Swansea HQ and local offices

Internet Advice and guidance and appropriate forms are published on our internet website

Electronic vehicle licensing service

Leaflets and Forms which are available from all of our offices, the Post Office, Motor Dealerships and other third parties, and on our website

The Media including Television, Radio, Magazines, Newspapers and Posters

Access to information is provided to staff by:

The Agency's Internet and Intranet sites which contain a wide range of information in accessible formats including recruitment, diversity and all Human Resources policies, procedures, guidance and up-to-date news items.

Meetings and conferences are used to brief staff throughout the Agency and include team briefings, Local Office Managers and Leadership conferences.

Internal communications and magazines including the development of notice boards and plasma screens, leaflets and articles published in Licence Magazine, DVL today, a2b magazines.

Consultation with Trade Union Side and staff focus groups

Making Information and Services More Accessible

We have undertaken a number of initiatives, including the Customer and Staff Surveys, to establish our customers' and staff views and use them to provide increased access to information.

Customers

As a result of research, undertaken by the Central Office for Information and the 2004 Customer Survey a decision was taken to translate our most requested forms and guidance notes into additional languages. The Drivers' License Application form and guidance and the complaints leaflet (INS 121) "If things go wrong" have now been translated and will be available through Local Offices and the DVLA automated call centre. The languages in which these documents have been translated are: Bengali, Gujarati, Urdu, Punjabi, Arabic, Mandarin, (previously they were only available in English and Welsh).

Greater access to information in local offices is being developed for people whose first language is not English. In this respect the use of Language Line, which provides translation services for customers who require them, has been reviewed. Also, the introduction of touch screen technology is being assessed, with a view to providing information in other languages. It is anticipated that this will be piloted in 2005. In

addition, a database containing details of staff who speak ethnic minority languages has been compiled to assist customers with translation needs. This will be further developed, as detailed in the 2005-08 Action Plan, to include opportunities for staff to develop their foreign language skills and basic sign language.

As a result of the Charter Mark assessment undertaken in 2005 further recommendations have been made to improve access to information and these will be developed in the coming months. The recommendations include increasing the use of posters and articles on the website, newsletters and greater public consultation. They also propose the introduction of "meeters and greeters" (members of staff to personally assist customers) and developing the use of plasma screens (including the potential to translate information in this medium) to assist customers at local offices.

Staff

The DVLA Induction Programme ensures that staff are made aware of Agency policies and procedures and how to contact key support personnel such as the Disabled Persons Officer, Equal Opportunities Officer, Occupational Health Advisor and Counselling Support Services.

The intranet has been developed to make it more accessible to disabled staff including those with dyslexia. Staff can also customise intranet pages by altering their size, background colour and resolution.

The Staff Handbook has also been reformatted on the intranet to make it more accessible for all staff.

The names of appropriate contacts in the Diversity Team are published on all documents issued by the Unit.

Contact details for Harassment Contact Officers have been issued to all staff and are published on the DVLA intranet and all internal communications boards.

Accessing Premises and Facilities

The Customer Survey provided useful feedback on access to premises and facilities. The Charter Mark assessment in 2005 also highlighted some access issues and these findings have been used to further improve access to premises and facilities as detailed in the 2005-08 Action Plan.

This has built upon the disability audit, undertaken in the Agency's 40 local offices in 2003, which led to a programme of refurbishment including the introduction of access ramps, automatic doors, handrails, low-level counters and hearing loops.

Members of the DVLA Disability Team have continued to provide advice and support to Managers and disabled staff on all disability issues, arrange workplace assessments and purchase aids and equipment for disabled staff from their designated budget.

The Agency's work with Remploy and the Department for Work and Pensions "Positive about Disabled People" initiatives (See Diversity Initiatives below) also continued support greater access to premises and facilities for staff and job applicants.

Training and Developing Staff

In accordance with our Race Equality and Equal Opportunities & Diversity Action Plans we have introduced equality and diversity training for key personnel and this will be further developed to include all staff as part of our Diversity Training and Development Strategy in the Summer of 2005.

In 2004/5 eight impact assessment training sessions were held for key staff from different directorates to enable them to undertake impact assessments throughout the agency.

In December 2004 we developed and introduced a CD-ROM on diversity awareness. This is currently being shown to all new staff as part of their induction programme which also includes the Agency's PRIDE (Partnership, Responsibility, Integrity, Dedication and Enjoyment) values. A specific equality module has also been used to train approximately 280 recently appointed junior managers as part of their development programme. This is now available for all other junior managers and further courses are being developed for middle and senior managers.

Local Office staff received training in customer service and Fair Treatment in Employment.

A specification for the delivery of a range of programmes, using a variety of training methods, to meet the requirements of the Diversity Training and Development strategy has been prepared. This includes mandatory diversity awareness training for all staff and tailored training for staff with customer facing responsibilities and managers.

A competency based interviewing course was implemented in 2003 and guidance notes were up-dated in 2004 to eliminate any bias in the interview and selection process.

Training and development opportunities are being introduced to enable staff from under represented groups to reach their potential. In 2004 one member of staff entered the DfT Green Light scheme for ethnic minority staff and a further scheme has been advertised to all those eligible in the Agency for 2005.

Also, secondments, as describe earlier (Developing links in the community), with the Minority Ethnic Women's Network and Swansea Bay Race Equality Council will provide additional opportunities for staff to develop new skills and competencies.

Diversity Initiatives

Some of the other diversity initiatives, which have been developed as a result of the Agency's Action Plans and in response to staff views in the 2003 Staff Satisfaction Survey, are detailed below.

In April 2003 the Agency became partners with Remploy and introduced:

Recruitment Plus Scheme – This provides confidential help for disabled job applicants to make it easier for them to apply for jobs.

Retention Plus Scheme – This service assists the Agency and disabled staff to overcome difficulties in the workplace and has been extended to staff on long term sickness absence to aid their return to work.

Work Taster Scheme - This provides opportunities for disabled people to gain work experience and overcome barriers which may prevent them from finding or keeping a job.

In 2003 and 2004 the Agency was announced national winner of the Remploy “Leading the Way” awards in recognition of our efforts to support and encourage disabled employees.

The Agency’s use of the Department for Work and Pensions (DWP) positive about disabled people (double tick) symbol has been approved for the ninth year running. This confirms that our policies and practices demonstrate our commitment to employing disabled people. As part of this initiative the Agency also operates the Guaranteed Interview Scheme for disabled applicants and staff. This provides a guarantee of an interview for disabled people who meet the minimum requirements for the post. The Agency also participates in the New Deal Scheme to support long term unemployed people.

Our recruitment initiatives also target under represented groups through appropriate consultation groups and at multi-ethnic job fairs.

In 2004 the Harassment Contact Officers (HCO) scheme was reviewed and staff were invited to apply for these positions. As a result 42 HCOs have been appointed and undergone appropriate training and are now providing an improved service to staff.

As part of our commitment to work-life balance the Agency provides a 56 place staff nursery and a new contract with the provider, School House Daycare Ltd, was signed in May 2004 for a further 3-5 years. In 2005 we also formally adopted the DVLA 40 place holiday play scheme play scheme to help working parents and carers balance the demands of their working and personal lives.

Flexible working arrangements have been reviewed and a new Flexitime system has been introduced to assist work-life balance for staff. The 2005 Diversity Survey of staff indicated that the new flexitime scheme had improved working time arrangements for many. Managers are also actively encouraged to consider options for alternative working patterns. Another survey will be undertaken in 2005 by Policy and Strategy Group to establish the effect of this scheme.

The development of the Agency’s Religion or Belief Policy has made provision for religious observation in the workplace and a calendar of religious festivals has been distributed to all sites and is posted on our website.

Equal Pay Reviews were completed in March 2003 and 2004 to ensure that discrimination does not take place. A five year pay agreement was established in 2000 to implement equal pay and will be completed by 2006. Further reviews of the pay system and agreements that follow will be equality-proofed before implementation.

Policy and Guidance

Policy and guidance information on a wide range of diversity issues has been developed to keep staff and customers informed of our intentions and obligations as an employer and service provider. In 2004-5 these have included:

- DVLA Diversity Strategy
- DVLA Equality and Diversity Statement
- Religion or Belief Policy
- Sexual Orientation Policy
- Gender Reassignment Policy
- Harassment Guidance
- Diversity Communications Strategy
- Diversity Training Strategy
- Flexible Working Hours Policy
- Career Breaks and Keeping in Touch Scheme

The Stress Policy has also been up-dated during the period of this report.

All of the above policies will be available on the Intranet following consultation and impact assessments.

Summary

The DVLA's Equal Opportunities and Race Equality Action Plans have provided a challenging agenda for the Agency, however, much has been achieved. We now have a stronger relationship with the DfT and other DVO Agencies and have developed more links with external organisations to share best practice and increase consultation. We have also established a comprehensive programme for addressing the requirements of the RR(A)A and other legislation as well as our wider diversity agenda. We have discovered more about our customers and staff as a result of surveys undertaken and monitoring our human resources processes. Methods of communication have been extended and a programme of work to improve access to buildings and facilities undertaken. Training and development for our staff has provided more opportunities for under represented groups in the workforce and a greater awareness of equality issues throughout the Agency. Harassment Contact Officers are now more competent in their skills and more accessible to staff. As a result we are now able to provide a better service to our customers and more opportunities for our staff to realise their potential.

Further Information

If you would like further information on any of the issues raised in this report please email derrin.stock@dvla.gsi.gov.uk

EMPLOYMENT MONITORING

REPORT 2004 – 2005

Introduction

This report provides information and comments on the DVLA's staff monitoring data for the year 1 April 2004 to 31 March 2005. To aid analysis, the monitoring statistics

have been separated between the Agency's main headquarters sites in Swansea and the Local Office Directorate (LOD) throughout the country. Over time this will enable progress to be charted year on year and comparisons to be made with national statistics in order to achieve a workforce profile which reflects the local population.

Like most public bodies the DVLA is bound by the Race Relations (Amendment) Act 2000 (RR(A)A) to monitor employment processes by racial group. It is also required to make returns to the Department for Transport in this respect. However, to support the Agency's commitment to equality and diversity we have gone beyond this requirement and included disability, gender and, in some cases age. This information will enable us to identify potential areas of inequality and take appropriate action to overcome this effect.

We have now introduced monitoring on religion or belief and sexual orientation for all job applicants and this will be built upon once the focus groups for these strands have been established.

At the current time some of our information is incomplete. Action is now being taken to improve our records and to establish monitoring systems where they do not currently exist. This is particularly evident in the case of monitoring disabled staff where a large number staff are not recorded. However, the Disability Survey 2005, which is available on our website (www.DVLA.gov.uk), identified an additional 70 members of staff who declared a disability. With these new declarations, the total number of Disabled staff represents 7% of all DVLA staff. Also, a good response is now being received, from those for whom we do not have this record, as the result of a follow up questionnaire.

The low number of ethnic minority staff employed makes it difficult to draw any conclusions from this data at present. However, this information will continue to be monitored and any trends identified.

This report contains information on the following:

- Staff currently working for us
- Applicants who applied for employment with us
- Staff who applied for and received training
- Applicants for promotion
- Staff who benefited or suffered from performance appraisals
- Staff who were involved in grievance procedures
- Staff who were the subject of disciplinary action
- Staff who ended their service with us

This monitoring information, where relevant, has also been used to inform our Impact Assessments which are available on our website.

Staff in Post

At the 31 March 2005 we had 5,828 staff working full time and 1,300 working part time (7,128 in total).

Ethnicity

127 staff were from a Black and Minority Ethnic (BME) group in LOD and 116 were in Swansea. This represents 6.5% of the staff in LOD and 2.2% in Swansea. This

compares with the working population of 8.2% in great Britan and 2.3% in Wales. The BME profile of Swansea is 2.2%. It highlights a slightly lower percentage in LOD than the average in the UK. However, the recruitment figures (see Applicants for Employment below) indicate that a higher proportion of BME applicants are being appointed in LOD and Swansea.

Grid for total staff in post by ethnicity

Ethnicity	Staff in post	%
Asian	106	1.5%
Black	31	0.4%
Chinese and other	47	0.7%
Mixed Ethnicity	59	0.8%
Not known	515	7.2%
White	6371	89.4%
Total	7129	100%

Gender

Of the 7128 staff employed, 4,527 (63.5%) were female and 2,601(36.5%) were male with 1,097 (15.4%) females working part-time and 203 (2.8%) males. 1,235 (17.3%) female and 703(9.9%) male staff work in our Local Office Directorate (LOD) and 3,292(46.2%) female and 1,899(26.6%) male staff work in Swansea.

When analysed by grade band it is noticeable that women make up approximately 65% of staff in Band 1, in both LOD and Swansea, this trend is completely changed by Band 3 and reversed in Bands 4 and 5.

	Band 1	Band 2	Band 3	Band 4	Band 5
Female	2,772	568	258	28	1
Male	1,982	308	252	55	5

Band 1 = AA, CASAA, FTA AA, AO, CASAO, SGB1, SOGD, TYP, PS, CO4, SGB2, CASGB2

Band 2 = EO, CASEO, SM3, SM2, SOGC, PTO, SEN PS

Band 3 = HEO, SM1, SEO, SPTO, SOGB, HPTO

Band 4 = Grade 7, Grade 6, MA 1,2 & 3

Band 5 = SCSPB1, SCSPB2

Monitoring figures show that this trend has changed little over the last five years

Comparing 2005's figures to 2004's figures it is noticeable that there is very little change for women in the higher bands (3,4 and 5). When compared to 2000's figures, although there is a significant increase in the number of women employed in band 3, (with 33 extra staff in post), this just reflects an increase in the total number of staff in post (1056 extra staff), most of whom are in Band 1.

Disability

There are 523 members of staff who have declared a disability, which represents just over 7% of the workforce. 137 disabled staff work in LOD and 386 in Swansea which, correspondingly, represents just over 7% of the workforce in both areas.

Age

Overall, 5654 (79.3%) members of staff in post reside within Band 1, with 1786 (31.6%) of those people being aged between 21 and 29. There are no staff aged 16 to 20 in a higher Pay Band than Band 1. In Bands 3,4, and 5 there are 599 staff, with staff aged 40 to 59 making up the majority with 443 employees (74%).

Applicants for Employment

Between the 1 April 2004 and 31 March 2005 we had 4565 applicants for employment of whom 1584 (34.7%) were interviewed and 1019 (22.3%) were appointed.

Ethnicity

346 of all applicants (7.6%) were from a BME group, 68 of whom (19.7%) were interviewed and 43 (12.4%) appointed.

284 of all applicants (6.2%) were from a BME group in LOD and 62 (1.4%) in Swansea.

27 of BME applicants appointed (9.5%) were from a BME group in LOD and 16 (25.8%) in Swansea.

BME LOD recruitment figures						
Ethnicity	Applicants		Interviewed		Appointed	
	#	%	#	%	#	%
BME	284	6.20%	45	15.80%	27	9.50%
White	1384	30.30%	289	20.90%	119	8.60%

BME Swansea recruitment figures						
Ethnicity	Applicants		Interviewed		Appointed	
	#	%	#	%	#	%
BME	62	1.40%	23	37.10%	16	25.80%
White	2591	56.80%	1133	43.70%	794	30.60%

Gender

2453 applicants (53.3%) were female and 2130 (46.7%) were male, of whom 873 (35.5%) females and 711 (33.4%) males were interviewed. 569 (23.2%) females and 450 (21.1%) males were appointed. This shows very similar outcomes from the recruitment and selection process for men and women.

Disability

62 applicants (1.4%) declared a disability of whom 23 (37.1%) were interviewed and 7 (11.3%) people were appointed.

Staff Leaving

During the period a total of 682 staff left employment, 274 (40.2%) of these were from LOD and 408 (59.8%) from Swansea. Of the total number of staff who left 451 (66.1%) left in under 2 years, 94 (13.8%) left between 2-5 years, 58 (8.5%) left between 5-10 years, 79 (11.6%) left after 10 years.

Ethnicity

Of the total leavers 31 BME staff left employment 14 (45.2%) of these were from LOD and 17 (54.8%) from Swansea.

Gender

Of the total leavers 404 (59%) were female and 278 (41%) were male. 249 (61.6%) women and 202 (72.7%) men left in under 2 years, 60 (14.9%) women left between 2-5 years and 34 (12.2%) men, 35 (8.7%) women left between 5-10 years and 23 (8.3%) men, 60 (14.9%) women left after 10 years and 19 (6.8%) men.

Disability

During the period a total of 37 (5.4%) disabled staff left employment 19 (51.4%) from LOD and 18 (48.6%) from Swansea.

Age

Of the 682 leavers 346 people (50.7%) aged 16 to 29, 77 people (11.3%) aged 30 to 49 and 28 people aged 50+ (4.1%) left service between 0 and 2 years. 57 people (8.4%) aged 16 to 29, 22 people (3.2%) aged 30 to 49 and 15 people aged 50+ (2.2%) left service between 2 and 5 years. 25 people (3.7%) aged 16 to 29, 23 people (3.4%) aged 30 to 49 and 10 people aged 50+ (1.5%) left service between 5 and 10 years. 18 people (2.6%) aged 30 to 49 and 61 people (8.9%) left service after 10 years.

		Length of service			
		0 to 2 years	2 to 5 years	5 to 10 years	10+ years
Age	16 to 29	346	57	25	0
	30 to 49	77	22	23	18
	50+	28	15	10	61

Reasons for Leaving

Of the 682 staff who left service 34 (5%) were dismissed, 22 (3.2%) failed their probation, 459 (67.3%) resigned, 72 (10.6%) retired and 94 (13.8%) left for other reasons i.e. end of term appointments and transfers to other Departments. There were no redundancies in the period.

Ethnicity

Of the BME staff who left employment 30 (4.4%) were dismissed. Of whom 1 (3.3%) failed their probation, 21 (70%) resigned, 1 (3.3%) retired and 6 (20%) left for other reasons.

Gender

Of the total leavers 404 (59.3%) were female and 278 (40.7%) were male. 20 females (5%) and 14 males (5%) were dismissed, 13 females (4.7%) and 9 males (3.2%) failed their probation, 269 females (66.6%) and 190 males (68.3%) resigned, 52 females (12.9%) and 20 males (7.2%) retired and 49 females (12.1%) and 45 males (16.2%) left for other reasons.

Disability

Of the 37 disabled staff who left employment 6 (16.2%) were dismissed, 0 failed their probation, 12 (32.4%) resigned, 16 (43.2%) retired and 3 (8.1%) left for other reasons.

Leavers and Recruitment comparison

Overall it appears that there is a general increase in the amount of staff recruited compared to the amount of staff leaving. This is shown overall where 682 staff (9.5% of the overall staff in post) left the agency and 1019 (14.3% of the overall staff in post) were recruited.

Ethnicity

There has been an increase in the BME staffing levels, with 30 people (0.4% of the overall staff in post) leaving the agency and 43 people (0.6% of the overall staff in post) joining the agency.

Disability

There has been a decrease in the amount of disabled staff, with 37 people (0.5% of the overall staff in post) leaving the agency and only 7 people (0.1% of the overall staff in post) joining the agency.

Gender

Although more females were appointed than males, the percentage increase when comparing appointed figures to leavers was lower. 404 females (5.7% of the overall staff in post) left the agency and 569 females (8% of the overall staff in post) were appointed. This is an increase of 165 females (2.3% of the overall staff in post). 278 males (3.9% of the overall staff in post) left the agency and 450 males (6.3% of the overall staff in post) were appointed. This is an increase of 172 males (2.4% of the overall staff in post).

	Staff in post		Leavers		Appointed	
	#	%	#	%	#	%
Overall	7129	100%	682	9.50%	1019	14.30%
White	6731	89.40%	492	6.90%	913	12.80%
BME	243	3.40%	30	0.40%	43	0.60%
Disabled	523	7.30%	37	0.50%	7	0.10%
Female	4527	63.50%	404	5.70%	569	8%
Male	2601	36.50%	278	3.90%	450	6.30%

Note: percentages for leavers and appointed statistics are worked out as a percentage of the overall staff in post

Staff Applying for Training

Between the 1 April 2004 and 31 March 2005 we had 10747 applicants for training of whom 9502 (88.4%) completed training and 1245 (11.6%) have yet to attend.

Ethnicity

501 applicants (4.7%) were from a BME group, 471 of whom (94%) attended training and 30 (6%) have yet to attend.

291 applicants (58.1%) were from a BME group in LOD and 210 (41.9%) in Swansea.

283 of those who attended (60.1%) were from a BME group in LOD and 188 (39.9%) in Swansea. Of those still waiting to attend, 8 (36.7%) were from a BME group in LOD and 22 (73.3%) in Swansea.

Gender

6726 applicants (62.6%) were female and 4021 (37.4%) male, 5918 (88%) of females attended training and 3584 (89%) of males and 808 (12%) of females have yet to attend and 437 (10.9%) of males.

Disability

79 applicants (4.2%) declared a disability of whom 74(93.7%) attended training and 5 (6.3%) have yet to attend.

Applicants for Promotion

Between the 1 April 2004 and 31 March 2005 we had 473 applicants for promotion of whom 188 (39.7%) were interviewed and 129 (27.3%) were appointed.

Ethnicity

15 applicants (3.2%) were from a BME group, 4 of whom (26.7%) were interviewed and 1 (6.7%) was appointed.

2 applicants (13.3%) were from a BME group in LOD and 13 (88.7%) in Swansea.

Of those appointed none were from a BME group in LOD and 1(6.7%) was appointed in Swansea.

Applicants for promotion

Ethnicity	Applicants		Interviewed		Appointed	
	#	%	#	%	#	%
BME	15	3.2%	4	26.7%	1	6.7%
White	421	89%	166	39.4%	114	28.1%

Directorate	Applicants		Interviewed		Appointed	
	#	%	#	%	#	%
Swansea	432	91.3%	159	36.9%	115	26.6%
LOD	41	8.7%	29	70.7%	14	34.1%

Gender

268 applicants (56.7%) were female and 205 (43.3%) male, of whom 103 (38.4%) females and 85 (41.5%) males were interviewed and 71 (26.5%) females were appointed and 59 (28.8%) males.

Disability

42 applicants (8.9%) declared a disability of whom 23(54.8%) were interviewed and 13 (31%) were appointed.

As can be seen from the above table there is little opportunity for promotion in LOD. This due to the low number of staff employed and restricted grade bands applicable (Grade 4 band is the maximum in LOD).

Performance Development Review

At the present time it is not possible to establish data for staff who contested their PDR with any accuracy. However, we do know which box markings have been received. In this respect 29 staff (0.4%) received Box 1, 2277 (32%) Box 2, 4343 (61%) Box 3, 25 (0.4%) Boxes 4&5, and 447 (6.3%) had no review (at this time).

Ethnicity

74 (30.1%) in Box 2 were from a BME group, 157 (63.8%) in Box 3 and 3 (1.2%) received Box Marks 4 & 5. This compares with 2090 (32.8%) White staff in Box 2, 3879 (60.9%) in Box 3 and 20 (0.3%) in Box Marks 4 & 5.

Ethnicity	Box.1		Box.2		Box.3		Box.4 and 5		No review	
	#	%	#	%	#	%	#	%	#	%
BME	0	0.00%	74	30.10%	157	63.80%	3	1.20%	12	4.90%
White	28	0.40%	2090	32.80%	3879	60.90%	20	0.30%	354	5.60%

Gender

1580 (34.9%) of females and 697 (26.7%) of males were in Box 2, 2678 (59.2%) in Box 3 were female and 1665 (64%) were male and 11 (0.2%) of Box Marks 4 & 5 were female and 14 (0.5%) male.

Disability

145 (27.4%) in Box 2 were disabled, 359 (67.7%) in Box 3, and 6 (1.1%) in Box Marks 4 & 5, which is 24% of all staff receiving unacceptable box markings.

Grievance Procedures

The DVLA has a Harassment and Discrimination Complaints procedure and a Grievance procedure that apply to all staff. Under these procedures 11 complaints were received, eight from LOD and three from Swansea. One complaint was upheld under these procedures, eight cases were not upheld, of these cases six were submitted to an Employment Tribunal and two cases are still ongoing. Seven of the complaints were from women and four from men. There was no evidence of any group being disproportionately represented in these statistics.

Disciplinary Procedure

Performance

At the present time it is difficult to confirm the number of staff who were subject to the disciplinary procedure due to poor performance. However, those receiving box marks 4 & 5 (see above) would normally be subject to this procedure, i.e. a total of 25 (includes 2 of unknown ethnic origin).

Misconduct

There was a considerably higher proportion of misconduct cases recorded in LOD, where 24 recorded during the period, when compared with Swansea where only 5 were recorded. This may be explained by the nature of the roles in the local offices compared with those in headquarters. Of the 29 cases, eight are ongoing, three resigned, eight received formal warnings and 10 were dismissed. There was no evidence of any group being disproportionately represented in these statistics. Of the cases, 3 of which were from a BME group.

Attendance

In contrast to the Misconduct cases, the amount of cases due to poor attendance is considerably higher in Swansea than LOD, with 485 first warnings issued in Swansea and 195 in LOD. 13 members of staff were issued with a final written warning in Swansea and 4 in LOD. There were 18 penalties issued in Swansea compared to 2 in LOD. There was a higher number of cases from women in all Bands, but this could be due to the high numbers of female staff in comparison to male staff.

Ethnicity

There were 29 first written warnings due to attendance issued for BME groups. 15 of these were from Swansea and 14 were from LOD. There was 1 final written warning issued in Swansea and no penalties were given.

Disability

There were 35 first written warnings due to attendance issued to Disabled staff. 22 of these were from Swansea and 13 were from LOD. There were 3 final warning issued, 2 in Swansea and 1 in LOD. 1 penalty was issued and that was in Swansea.

DVLA Race Equality Scheme

Action Plan Report (2003 – 2005)

Introduction

The Driver and Vehicle Licensing Agency (DVLA) forms part of the Department for Transport (DfT), which was set up in 2002 and published its **Race Equality Scheme (RES)** in 2003. The DVLA published its **RES Action Plan 2003 – 2005** to deliver the commitments made in the DfT's RES and to meet the legal responsibilities placed upon it by the Race Relations (Amendment) Act 2000. The RR(A)A duties extend to customers as well as agency staff.

This report details the progress that we have made to meet the objectives set out in the RES Action Plan. It also outlines our plans for the future which are included in the DVLA's **RES Action Plan 2005-08**. The DVLA's **Diversity Action Plan 2005-08** includes details in respect of race but also covers gender, disability, religion or belief, sexual orientation and age in order to fulfil the aims of **the Agency's Diversity Policy** and its legal responsibilities. It also details action to widen the scope of diversity in the Agency with the addition of other groups such as ex-offenders and carers.

The DfT Race Equality Scheme is available on its website (www.dft.gov.uk) and the DVLA's RES Action Plan 2003-05, RES Action Plan 2005-08, Diversity Action Plan 2005-08 and Diversity Policy are available on our intranet site and website (www.dvla.gov.uk).

Background

The Race Relations (Amendment) Act strengthened the Race Relations Act and gave most public authorities a general duty to promote race equality. The duty's aim is to make race equality a central part of the way public authorities work by putting it at the centre of policy making, service delivery and employment practice. Under the general duty authorities must have due regard to:

- Eliminate unlawful racial discrimination
- Promote equal opportunities and
- Promote good relations between people from different racial groups

The general duty is supported by specific duties to enable public authorities to meet the general duty, one of which is to publish a Race Equality Scheme.

About the Agency

The DVLA is responsible for:

- Setting up and maintaining accurate records of drivers and vehicles
- Issuing licences to and withdrawing them from drivers
- Issuing vehicle registration certificates
- Collecting and enforcing Vehicle Excise Duty (road tax)
- Selling personalised registration marks and anonymised data

The Agency operates across the UK and has approximately 40 million registered drivers and over 31 million vehicle records on its current database. As an employer it has approximately 5,200 staff at its headquarters in Swansea, Wales and 2,000 in its local office network throughout the UK. The Post Office acts as an agent for the Agency, under contract, for vehicle relicensing and other services at some 4,600 selected sites.

Joint Working

The DVLA works with the other Department for Transport (DfT) Agencies and shares best practice initiatives including diversity training and communication as well as issues such as making services more accessible.

DfT Network meetings are held quarterly and attended by all of the agencies involved, including the DVLA. These enable us to discuss diversity issues which affect our customers and staff and to develop corporate policies and responses.

The DVLA is also a member of Driver and Vehicle Organisation Group (DVO) (a group based within the DfT) which seeks to harmonise diversity policy across the agencies. This group has also been charged with updating the Customer Experience Strategy document and making recommendations for handling different language requirements for customers.

Joint working arrangements with the Driving Standards Agency (DSA), another agency of the DfT, are being further developed to facilitate better and seamless access for customers to the services of both the DSA and the DVLA.

We have established links with the Department for Work and Pensions (DWP) and these will be strengthened in 2005 with a view to sharing good practice and resources.

We have also developed contacts with Swansea County Council to share information and develop local diversity initiatives in the Swansea area.

We have continued to actively work with and consult the Trade Union Side, (TUS) under the Partnership agreement between the DVLA and the Public and Commercial Services Union (PCSU), on all issues involving staff. Representatives from the PCSU are now involved in the Diversity Steering Group as detailed below (under Providing Leadership).

Providing Leadership

The first of the aims set out in the Agency's RES Action Plan was to provide leadership from the top and the Director of Human Resources and Estates, Avril Beynon, was appointed as Diversity Champion. She is responsible with the Chief Executive, Clive Bennett and other Executive Board Directors, for ensuring that the Agency meets the requirements of the Race Relations (Amendment) Act and overseeing progress against the Action Plan.

To support the Directors and the Diversity Champion a Diversity Unit has been established within the Human Resources Directorate. This is charged with ensuring that procedures are in place to comply with the RR(A)A and implementing the Agency's wider diversity agenda. This unit is responsible for establishing a programme to support compliance with the general and specific duties of the Act throughout the agency including: monitoring policies for adverse impact; advising directorates on undertaking equality impact assessments and consultation; improving access to information and services; recommending relevant training for staff; providing advice and pursuing equality and diversity initiatives; including promoting good race relations and publishing the results of these undertakings.

To ensure that all areas of the Agency are involved in contributing to and making decisions which affect equality and diversity a Diversity Steering Group has been formed. This group has representatives from all directorates, the Trade Union Side and staff focus groups and meets regularly to discuss progress in respect of the RR(A)A, consider equality issues, propose policies and discuss progress on diversity initiatives.

Identifying Relevant Functions and Policies

As part of our duties we are required to compile a list of functions and policies, that are relevant to the general duty of the RR(A)A and review these at least every three years. (A function or a policy is relevant if it has, or could have, implications of any kind for promoting race equality).

To meet this requirement all directorates compiled a list of their functions and policies, and in a process called a 'Test of Relevance', considered whether they were relevant to the general duty and ranked them High, Medium or Low accordingly. In addition all new or revised policies and functions were assessed in this way. Where no statistical evidence was available our assessment of functions and policies relied on the best available information.

A copy of the Agency's Test of Relevance document is available on the website.

All new, revised and high relevance policies and functions were then prioritised for impact assessment (see below).

Assessing and Consulting on Proposed Policies

Impact Assessments

Having established which policies and functions should initially be subject to impact assessment relevant staff were trained to undertake these assessments.

We developed a standard template to assess policies and functions for both initial and full impact assessments. To decide whether we needed to undertake a full impact assessment we undertook an initial assessment. This was based on information which we held or that we were able to obtain from undertaking a survey and consultation. In some cases it was determined that additional information should be sought to enable a full impact assessment or that further monitoring should be undertaken.

The lack of equalities information in respect of our customer base has limited the scope of some impact assessments. However, information has been obtained from the Customer Survey of October 2004 and the Diversity Survey of staff of January 2005 (see Consultation below) and this has been used where relevant. Additional arrangements are being put in place, as part of the Equality and Diversity Action Plan 2005-08, to further address this need.

Details of **Impact Assessments** undertaken and the **Impact Assessment Timetable** are available on our website.

Consultation

We consult with a number of partners and equalities groups when developing policy and functions. These have included, the Commission for Race Equality, The National Coalition of Black Lead Organisations (NCBLO), Swansea Bay Race Equality Council, the Minority Ethnic Women's Network (MEWN), the Multi-Agency Forum Swansea, Job Centre Plus, recognised trade unions and the staff Ethnic Minority Awareness Group (EMAG). We also have a wide circulation list of organisations which we consult according to the nature of the policy or function being developed.

In October 2004 the first sample customer survey to include ethnic monitoring questions was sent to 8,000 customers. This survey sought customers views on satisfaction with the service we provide, access issues and methods of communication. The information provided has been used to inform impact assessments and improve customer service. It has also resulted in a decision to undertake another survey of customers to assess our complaints procedure. Recommendations arising from the survey have been included in the Equality and Diversity Action Plan 2005-08 and a summary of the findings of the **Customer Survey** is available on the website.

In October 2003 a Staff Survey was undertaken and a Diversity Survey of staff, which was designed to specifically address equality and diversity issues, including ethnic monitoring questions, was undertaken in January 2005. These have also been used to inform impact assessments and the Diversity Action Plan 2005-08. A summary of the findings of the **Diversity Survey 2005** is available on the website.

Developing links in the community

As a result of consultation with ethnic minority groups in the community MEWN and Swansea Bay Race Equality Commission (SBREC) have expressed interest in setting up secondments between their organisations and DVLA. Under these arrangements staff from both organisations could be seconded to the DVLA for up to 12 months and DVLA staff could similarly be seconded to these organisations.

Our recruitment initiatives also targeted under represented groups through appropriate consultation groups and at multi-ethnic job fairs.

These arrangements will be developed in 2005 and associated actions are detailed in the Diversity Action Plan 2005-08.

Monitoring Policies for Adverse Impact

One of the specific duties of the RR(A)A requires us to monitor our employment functions, to evaluate trends, and take appropriate action. These monitoring reports include staff in post, training and development, recruitment, promotion, performance assessment, discipline and grievance, reports of harassment and discrimination and exit interviews.

This year, 1 April 2004 to 31 March 2005, we established comprehensive monitoring templates to capture information on groups of staff. These include information in respect of ethnicity as well as other diversity target groups. Because the vast majority of our staff, as detailed above (About the Agency), are based at the Swansea HQ buildings this has previously prevented any differences which may occur in the Local Office Directorate (LOD) from being detected. These monitoring figures have therefore been disaggregated this year so that the effect of Human Resources (HR) functions at HQ and the LOD can be identified separately. All of this year's monitoring information has now been analysed and used to inform impact assessments.

Where monitoring information is incomplete we have made recommendations, contained in the 2005-08 Diversity Action Plan, to improve our records. New procedures for collecting information on disciplinary actions and grievances, harassment, verbal abuse and discrimination will be established.

As part of this programme, for improving monitoring, we will be seeking information from staff in respect of their ethnicity, where our records are incomplete. Staff are now able to complete their ethnic monitoring records on line through the intranet.

There is no evidence of an imbalance or adverse effect on any racial group reported as a result of this analysis but monitoring will continually be undertaken and we will publish the results of analysis annually. Any issues which arise as a result will be investigated, recommendations made and action taken to address any adverse impacts.

The **2004-05 Monitoring Report** and copies of the **Monitoring Templates** are available on our website.

Publishing Results

All of the information detailed above is published on our intranet and web sites.

We make information available and accessible using diverse formats. People who do not have access to the intranet or internet may obtain hard copies of these documents from the Diversity Unit.

Accessing Information and Services

We make information available in many formats to our customers and staff as detailed below.

Access to information is provided to the public by:

Personal service at our local area offices, at the post office or at the Swansea reception desk, and for main services through the Post Office ® or third parties such as motor dealerships.

Telephone, Letters, Fax and Email to our Swansea HQ and local offices

Internet Advice and guidance and appropriate forms are published on our internet website

Electronic vehicle licensing service

Leaflets and Forms which are available from all of our offices, the Post Office, Motor Dealerships and other third parties, and on our website

The Media including Television, Radio, Magazines, Newspapers and Posters

Access to information is provided to staff by:

The Agency's Internet and Intranet sites which contain a wide range of information in accessible formats including recruitment, diversity and all Human Resources policies, procedures, guidance and up-to-date news items.

Meetings and conferences are used to brief staff throughout the Agency and include team briefings, Local Office Managers and Leadership conferences.

Internal communications and magazines including the development of notice boards and plasma screens, leaflets and articles published in Licence Magazine, DVL today, a2b magazines.

Consultation with Trade Union Side and staff focus groups including Ethnic Minority Awareness Group

Making Information and Services More Accessible

Customers

As a result of research, undertaken by the Central Office for Information and the 2004 Customer Survey a decision was taken to translate our most requested forms and guidance notes into additional languages. The Drivers' License Application form and guidance and the complaints leaflet (INS 121) "If things go wrong" have now been translated and will be available through Local Offices and the DVLA automated call centre. The languages in which these documents have been translated are: Bengali, Gujarati, Urdu, Punjabi, Arabic, Mandarin, (previously they were only available in English and Welsh).

Greater access to information in local offices is being developed for people whose first language is not English. In this respect the use of Language Line, which provides translation services for customers who require them, has been reviewed. A database containing details of staff who speak ethnic minority languages has been compiled to assist customers with translation needs. This will be further developed, as detailed in the 2005-08 Action Plan, to include opportunities for staff to develop their foreign language skills and basic sign language.

As a result of the Charter Mark assessment undertaken in 2005 further recommendations have been made to improve access to services and information and these will be developed in the coming months. The recommendations include increasing the use of posters at local offices and articles on the website, newsletters and greater public consultation. They also propose the introduction of "meeters and

greeters" (members of staff to personally assist customers) and developing the use of plasma screens (including the potential to translate information in this medium) to assist customers at local offices.

Staff

The DVLA Induction Programme ensures that staff are made aware of Agency policies and procedures and how to contact key support personnel such as the Disabled Persons Officer, Equal Opportunities Officer, Occupational Health Advisor and Counselling Support Services.

The names of appropriate contacts in the Diversity Team are published on all documents issued by the unit.

The intranet has been developed to make it more accessible to disabled staff including those with dyslexia. Staff can also customise intranet pages by altering their size, background colour and resolution.

The Staff Handbook has also been reformatted on the intranet to make it more accessible for all staff.

The development of the Agency's Religion or Belief Policy has made provision for religious observation in the workplace and a calendar of religious festivals has been distributed to all sites and is posted on our website.

In 2004 the Harassment Contact Officers (HCOs) scheme was reviewed and staff were invited to apply for these positions. As a result 42 HCOs have been appointed and undergone appropriate training and are now providing an improved service to staff.

Contact details for Harassment Contact Officers have been issued to all staff and are published on the DVLA intranet and all internal communications boards.

Training Staff

In accordance with our RES and Equal Opportunities & Diversity Action Plans we have introduced equality and diversity training for key personnel and this will be further developed to include all staff as part of our Diversity Training and Development Strategy in the Summer of 2005.

In 2004/5 eight impact assessment training sessions were held for key staff from different directorates to enable them to undertake impact assessments throughout the agency.

In December 2004 we developed and introduced a CD Rom on diversity awareness. This is currently being shown to all new staff as part of their induction programme which also includes the Agency's PRIDE (Partnership, Responsibility, Integrity, Dedication and Enjoyment) values. A specific equality module has also been used to train approximately 280 recently appointed junior managers as part of their development programme. This is now available for all other junior managers and further courses are being developed for middle and senior managers.

Local Office staff received training in customer service and Fair Treatment in Employment.

A specification for the delivery of a range of programmes, using a variety of training methods, to meet the requirements of the Diversity Training and Development strategy has been prepared. This includes mandatory diversity awareness training for all staff, tailored training for staff with customer facing responsibilities and managers.

A competency based interviewing course was implemented in 2003 and guidance notes were up-dated in 2004 to eliminate any bias in the interview and selection process.

Training and development opportunities are being introduced to enable staff from under represented groups to reach their potential. In 2004 one member of staff entered the DFT Green Light scheme for ethnic minority staff and a further scheme has been advertised to all those eligible in the Agency for 2005.

Also, secondments, as described earlier (Developing links in the community), with the Minority Ethnic Women's Network and Swansea Bay Race Equality Council will provide additional opportunities for staff to develop new skills and competencies.

Summary

The Race Equality Scheme Action Plan has provided a challenging agenda for the Agency, however, much has been achieved. We now have a stronger relationship with the DfT and other DVO Agencies and have developed more links with external organisations to share best practice and increase consultation. We have also established a comprehensive programme for addressing the requirements of the RR(A)A and other legislation as well as our wider diversity agenda. We have discovered more about our customers and staff as a result of surveys undertaken and monitoring our human resources processes. Methods and forms of communication have been extended including the translation of documents and information into ethnic minority languages. Training and development for our staff has provided more opportunities for under represented groups in the workforce and a greater awareness of equality issues throughout the Agency. Harassment Contact Officers are now more competent in their skills and more accessible to staff. As a result we are now able to provide a better service to our customers and more opportunities for our staff to realise their potential.

Further Information

If you would like further information on any of the issues raised in this report please email derrin.stock@dvla.gsi.gov.uk

Race Equality Scheme Action Plan 2005 - 2008

Objective	Deadline	Key performance indicator	Milestone	Responsibility
To assess and consult on all policies and functions	Sep 2005 Feb	Consultation bodies established and developed	Ethnic Minority Advisory Group (EMAG) membership	Diversity Unit Central Initiatives Group

Objective	Deadline	Key performance indicator	Milestone	Responsibility
relevant to the Race relations (Amendment) Act (RR(A)A)	2006 And ongoing	Continue to support and develop membership of external equality and diversity bodies Views of staff and customers sought and built into Action Plans.	increased Religion or Belief (RB) focus group established Existing relationships, including CRE developed and new partnerships established Undertake regular staff and customer surveys. Analyse results and take appropriate action	And Diversity Unit
To promote race equality and minimise any adverse impact on ethnic minority groups To promote race equality and minimise any adverse impact on ethnic minority groups	Annually from Feb 2005 From Apr 2005 ongoing Sept 2005 ongoing Dec 2006	Equality Impact Assessments undertaken on all new policies and functions and those currently identified as being relevant to the RR(A)A Improved monitoring information available Electronic systems for collection of information providing improved access and analysis Analysis of monitoring information resulting in	Impact Assessment Timetable published All relevant and new policies impact assessed and revised as necessary Information collected separately for Local Office Network and main Swansea sites to monitor diversity strands Information systems in place to ensure all information is systematically collected where this does not currently exist Diversity monitoring included in all customer surveys and complaints procedure System Applications Processing (SAP) system developed to meet	Diversity Unit All Directorates HR Systems Enhancement Administration (HRSEA) HRSEA HR Change Project DVLA Systems Development Diversity Unit

Objective	Deadline	Key performance indicator	Milestone	Responsibility
		meaningful management reports	<p>diversity monitoring needs</p> <p>Extended on-line facility available for staff to up-date their own diversity monitoring records</p> <p>Annual and ad hoc management information available to meet DfT and DVLA requirements</p> <p>Pay Review completed and new arrangements in place up-date their own monitoring records</p> <p>Annual and ad hoc management information available to meet DfT and DVLA requirements</p>	
To inform staff and customers of the results of consultation and equality impact assessments	From Jun 2005	Results of consultation and impact assessments published and available to staff and customers	<p>Reports on consultation exercises and equality impact assessments published and available on DVLA website and intranet sites.</p> <p>Communications group briefed and information provided through internal briefings and journals.</p>	Diversity Unit
To provide staff with access to information and services	From Jun 2005	Comprehensive information available to staff	DVLA website and intranet site developed to include information and advice on recruitment, policies and procedures,	Diversity Unit

Objective	Deadline	Key performance indicator	Milestone	Responsibility
			<p>benefits and services available to staff, contact details and current issues</p> <p>Articles published in staff journals.</p>	
<p>To train staff on issues relevant to the general and specific duties of the RR(A)A</p>	<p>From Sept 2005</p>	<p>All staff trained in their duties under the RR(A)A according to their roles</p>	<p>Provide diversity awareness training for all staff and on induction</p> <p>Provide specific diversity training for customer facing staff</p> <p>Provide integrated and specific management training on diversity issues for staff with management responsibilities</p>	<p>Learning Development Group (LDG) / Diversity Unit</p> <p>LDG and All Directorates</p>
<p>To promote Race Equality throughout the DVLA</p> <p>To promote Race Equality throughout the DVLA</p>	<p>From Jun 2005</p> <p>Ongoing</p> <p>Nov 05 ongoing</p>	<p>Develop initiatives to involve ethnic minority staff and job applicants</p> <p>Develop initiatives to involve ethnic minority staff and job applicants</p>	<p>Organise recruitment fairs and advertise widely with BME groups</p> <p>Share best practice with other public and private sector organisations</p> <p>Hold a national diversity conference</p> <p>Schemes available to staff from ethnic minority backgrounds to enable them to compete for posts where they are under represented</p> <p>Secondments arranged between</p>	<p>Recruitment and Selection Services team</p> <p>Diversity Unit</p> <p>Diversity Unit</p> <p>Diversity Unit and LDG</p> <p>Diversity Unit</p>

Objective	Deadline	Key performance indicator	Milestone	Responsibility
			<p>Minority Ethnic Womans Network (MEWN) and Swansea Bay Race Equality Commission (SBREC) and DVLA</p> <p>Publish current information on website and intranet on new initiatives and developments</p>	
<p>To have a diverse workforce that reflects the local population in which it operates</p>	<p>May 2008</p>	<p>Monitoring statistics show that employees in local offices and Swansea locations reflect the local ethnic profile</p>	<p>Monitoring statistics for Swansea and local offices analysed and compared with local ethnic profile.</p> <p>Where there is an imbalance initiatives undertaken locally and nationally to encourage applications from under represented groups</p>	<p>Management Information team, Diversity Unit Local Office Management and HR</p> <p>Recruitment and Selection Services team, Diversity Unit Local Area Office HR</p>
<p>To assess and consult on all policies and functions relevant to the RR(A)A which involve customers</p>	<p>Ongoing Annually</p>	<p>Consultation bodies established and developed Customers consulted on service provision and action taken</p>	<p>Continue to work with Commission for Racial Equality (CRE) and ethnic minority support groups Establish links with Asylum Seekers and Gypsies and Travellers bodies Undertake regular customer surveys And liase with other Driver, Vehicle and Operator (DVO) agencies Analyse results of consultation and</p>	<p>Diversity Unit Central Initiatives Group Central Initiatives Group and Diversity Unit Diversity Unit</p>

Objective	Deadline	Key performance indicator	Milestone	Responsibility
			develop action plan	
To promote race equality and minimise any adverse impact on ethnic minority groups of customers	Annually	Equality Impact Assessments undertaken on all new policies and functions and those currently identified as being relevant to the RR(A)A	All relevant and new policies impact assessed	All Directorates
	Ongoing		Diversity monitoring included in all customer surveys and complaints procedures	Diversity Unit and Central Initiatives Group
	Sept 2005		Customer information shared with Driving Standards Agency and other DVO agencies where appropriate for monitoring purposes	Diversity Unit and Central Initiatives Group
	Ongoing	Improved monitoring information available	Share best practice with other public and private sector organisations	Diversity Unit
	Nov 05	Improved monitoring information available	Co-ordinated services provided to customers through the "Shared Services Initiative"	Finance Directorate and HRED
		Improved diversity practices	Hold a national diversity conference	Diversity Unit
To provide access to information and services for customers	From Jun 2005	Comprehensive information available to customers	DVLA website developed to make information more accessible	Diversity Unit
	From Sept 2005	Information available in different formats and languages	Act upon customer survey recommendations regarding preferred methods of access to information	Central Initiatives Group
			Provide information on customer	Diversity Unit and Corporate Standards Group Local Office Directorate

Objective	Deadline	Key performance indicator	Milestone	Responsibility
			services in different languages at local offices and DVLA call centre. Translate information on the DVLA website	
To provide access to information and services for customers	Sep 2005 Sept 2005	Customers have greater access to information through staff	Provide language services for additional languages and Plain English versions of guidance notes Investigate further use of touch-screen technology and video tapes Staff are trained in diversity issues associated with customer service and develop language skills including basic sign language "meeters and greeters" in place to assist customers with enquiries	Diversity Unit and Customer Enquiries Group Corporate Standards Group Local Office Directorate LDG and Diversity Unit Operational/Customer Services Managers Local Office Directorate

DVLA Diversity Survey January 2005

Introduction and Background

This report presents the results of the Agency's Diversity Survey. This was conducted to provide information to assist the Agency to meet its responsibilities under the Race Relations [Amendment] Act 2000 (RR(A)A) and its commitment to the wider diversity agenda. The report also includes recommendations and options arising from the analysis and findings of the survey.

In January 2005, the Head of the Diversity Team commissioned the Efficiency Support Group [ESG] to conduct a survey of the Agency's 7,148 staff to seek their views on key diversity subjects.

The survey was designed to support the RR(A)A agenda by consulting staff and taking action based on that consultation, providing information to support **Equality**

Impact Assessments, and informing the **Employee Monitoring Report** and the Agency's **Race Equality Action Plan 2005-08**.

The wider diversity agenda includes establishing more staff focus groups, access to Harassment Contact Officers [HCO's], flexible working arrangements, disabled access by staff to facilities and services including IT, and developing the Agency's **Diversity Action Plan 2005-08**.

This survey will provide both a comparison with the 2003 Staff Survey and a baseline of equalities information for future monitoring surveys. (The next Staff Survey will be undertaken in 2006).

Details of the Agency's Impact Assessments, Employment Monitoring Report, Race Equality Action Plan 2005-08 and Diversity Action Plan 2005-08 (referred to above) will be available on this section of the agency's Intranet and Internet site. (www.dvla.gov.uk)

Key Findings

The key findings of this survey, based upon responses received, are:

- 570 members of staff want to join focus groups
- Less than half the staff are satisfied with information about business decisions and matters concerning their directorate
- Three quarters of staff feel that they are treated fairly in the Agency – a big improvement since 2003 when 48% of staff did not feel that the Agency valued them.
- Less than a third of staff felt that they were given a real opportunity to develop their skills
- Bullying and harassment increased from 12% in the 2003 survey to 15% in 2005
- 27% of staff said they had been victims of verbal abuse and this was largely by customers
- More than half the staff are not aware of the procedure for raising a grievance
- Only 29% of staff said that they thought the disciplinary procedure was fair compared with 55% in 2003.
- Less than a third of managers received training in key employment issues
- Over three quarters of staff had not received any training in equality and diversity issues in the last two years.

Key Recommendations

- Establish focus groups for staff on Religion or Belief, Sexual Orientation and Caring Responsibilities
- Improve staff briefings, news and views sessions and information on intranet sections on what's happening in the Agency
- Promote flexible learning opportunities to meet the needs of staff and the business
- Advertise Harassment Contact Officer details and revised Harassment Guidance Procedure
- Investigate reasons for abuse of staff by customers
- Develop DVLA Discipline and Grievance Policies and Procedures, publish and advertise widely
- Provide training in Employment Law, Flexible Working Arrangements and Equality

and Diversity Issues for all managers responsible for staff

- Provide mandatory training for all staff in Equality and Diversity issues

Summary of Findings

Due to the low numbers of ethnic minority staff in the Agency, which is reflected in the number returning this survey, basing any conclusions upon these results may not be statistically significant. However, it has enabled us to establish baseline diversity information and consultation for a wide range of groups.

Overall there was a slight drop in the percentage return from 54% in 2003 (when 3,443 questionnaires were returned) to 47% in 2005 (when 3,356 questionnaires were returned).

Respondents to the survey were largely representative of the workforce as a whole with a few exceptions as noted below.

Demographics

- 34% of staff who responded were male, 66% were female, corresponding to the overall staff ratio of the Agency.
- Most respondents to this survey belonged to the 18-29 age group, with the next highest response rate belonging to the 40-49 age group
- The majority of respondents belonged to Pay Bands 1 and 2, mirroring the grade structure within DVLA.
- 47% of all staff had been in service for less than 5 years. (i.e. 1 – 2 years [23%] and 3 – 5 years [24%]).

Disability

- 5% of staff who responded considered themselves to be disabled. This compares with 7% of staff who have declared a disability following the Disability Staff Survey 2005 details of which can be found on our website.

National Groups and Ethnicity

- 81% of staff described themselves as Welsh, or “British or Mixed British” and 16% as English.
- 92 members of staff, who responded, said that they were from ethnic minority backgrounds and these were split 50% from Swansea and 50% from Local Office Directorate [LOD]. This is disproportionate to the numbers employed where, based on the Agency’s ethnic monitoring data, ethnic minority staff make up 2.2% of staff in Swansea and 6.6% of the total number of staff in LOD (3.4% in DVLA as a whole). However, compared to the survey figures, the actual number of ethnic minority staff in post is 127 (52%) in LOD and 116 (48%) in Swansea which is a similar ratio to those who responded.

Sexual Orientation

91% of staff identified with the Heterosexual group and 4% identified with the Lesbian, Gay Men and Bisexual grouping.

Religion

Staff identifying with minority religions were just 1.6%, however, 60% said that they were Christian and 31% professed no religion at all.

Focus Groups

In order to consult on a wider range of diversity issues we were keen to establish the level of interest to develop new focus groups. This was supported with 210 staff wishing to be consulted on Caring Responsibilities, 95 on Religion or Belief and 67 on Sexual Orientation. Further interest was also expressed in joining the existing focus groups with 106 seeking to join Speak Easy (for disabled staff) and 92 to join the Ethnic Minority Awareness Group. We will now be following this up to establish how these staff wish to be involved and through which media.

Fair Treatment

Over three quarters of staff considered DVLA to be an equal opportunities employer which was a slight increase on the 2003 survey result. Nearly three quarters of staff felt that they are treated fairly and almost two thirds felt that they were treated with respect at DVLA. This was an improvement on 2003 when 48% of staff did not feel that the Agency valued its staff. However, statistics for Disabled staff who felt that they were treated unfairly were 4.5% to 6% higher than all other groups at 13.6%.

Access to Resources

81.4% of staff informed us that they have the resources and equipment needed to do their job. (This was a slight drop from 85% in 2003). For those respondents who did not have what they needed their main requirements were equipment, information, IT and adequate staffing.

Access to Information

Over three quarters of staff said it was easy to find information about benefits and entitlements at DVLA. Nearly two thirds of staff were aware of DVLA's long term business goals and more than three quarters of staff said that they understood how their work contributes to the success of DVLA.

Quality of Information

The majority of staff were satisfied with information on terms and conditions of employment and policies and procedures. Approximately half were satisfied with information on how new initiatives and technology impact on their work but less than half were satisfied with information about business decisions and matters concerning their directorate. However this was an improvement in respect of information on

business decisions as 51% were dissatisfied with these communications in 2003 and only 25% were dissatisfied in 2005.

Flexible Working Hours [FWH] Pattern

88% of staff informed us that they work a FWH pattern and 69% felt that they were able to strike the right balance between their work and home life and could meet the requirements of their job without regularly working excessive hours. (This shows a decrease in satisfaction compared with 2003 when 83% said that they were happy with their working patterns). 12.4% of staff said that they were dissatisfied with their current working pattern but few of these had requested a change to their working arrangements. The main reasons given for this were that they did not think the department could operate properly if they changed their hours or their manager would not agree to the change. 40% informed us that the recently revised FWH rules had improved arrangements for them personally, while just over half said it had not changed their arrangements and 3% said that it had made arrangements worse.

Access to Job Training and Personal Development

67% of staff felt that they received appropriate training for their job but only 31% said they were given a real opportunity to develop their skills. The main reasons given were lack of appropriate courses, staff absences or high workloads or lack of enthusiasm for training from their manager.

Over three quarters of staff had not received any training in equality and diversity (E&D) issues in the last two years. LOD has provided access to some voluntary training e.g. Respect in the Workplace but there is currently no mandatory training in E&D other than on the EO course.

Performance Development Review [PDR]

More than 80% of staff said that they were clear about what they were expected to achieve in their job. More than 60% said that their manager recognised and acknowledged when they had done well, however, 15% said he/she did not.

One third of staff felt that the PDR process was not fair. The main reasons given were management discretion, lack of development opportunities and policy and procedural arrangements. However, only 13% of staff said that they had challenged their PDR in the last two years but, of these, 21% of Disabled staff had challenged compared with 12% to 15% in all other groups.

Opportunity for Promotion

55% of the respondents said that they believed that they had the same opportunity for promotion as other members of staff. (This was a slight reduction in the percentage from 2003 when 60% said that they trusted the Agency's promotion process). However, more than a third of staff did not believe that they had an equal opportunity.

Of those who believed they did not have the same opportunity for promotion as other members of staff, the main reasons given were; because they believed that

decisions concerning promotion appointments are sometimes made in advance and without considering all suitable candidates; staff were put off by the promotion process or have been unable to acquire the range of competencies they need for promotion.

Bullying and Harassment

8% of staff said they had been the victims of bullying and 10% had been victims of harassment within the past year. However, 19.9% of Disabled staff said that they had been harassed, which is 9% to 11% higher than all other groups.

The majority of staff who said they were bullied cited management as being responsible. However, 27% of staff said they had been the victims of verbal abuse and of these 63% said that the public were the source of the abuse. (The majority of verbal abuse aimed at DVLA staff is work related and is carried out by the public, either via the telephone or in person at Local Offices). In most cases the abuse was of an unspecified nature but, of those specified, abuse relating age race and sex were the most common.

Overall there was an increase in bullying, harassment and verbal abuse from 2003 when 12% of staff said that they had been victims to 15% in 2005. In 2003 bullying, harassment and verbal abuse figures were not monitored separately so it is not possible to make a direct comparison in respect of these individual factors.

Nearly 50% of staff informed us that they did not know how to gain access to a Harassment Contact Officer [HCO]. Also 40% informed us that they did not know how to advise a colleague who felt they were being discriminated against and 50% did not know what to do if a colleague was teased by another/other colleague[s] and it was upsetting them.

This may be explained by the fact that the new HCO recruitment and training programme was still underway at the time of the survey. However this is an improvement on the 2003 results which showed that only 37% of staff knew how to contact an HCO and may reflect the increased publicity given to bullying and harassment following that survey.

Staff Grievance Procedure

Just over half of the respondents informed us that they were not aware of the procedure for raising a staff grievance at DVLA. Of those who felt harassed/bullied/verbally abused or otherwise discriminated against in the last year only 5% said that they had raised it as a grievance and nearly 60% of those felt that the matter was not resolved to their satisfaction. The main reasons for not raising the matter as a grievance were because staff thought they might be victimised or put at a disadvantage for raising the issue, the matter would not be taken seriously or they did not want to make a fuss.

DVLA Disciplinary Procedures

Almost a quarter of staff informed us that they believe the DVLA disciplinary procedure is not fair, while almost a half did not know. Only 29% of people said that they thought it was fair compared with 55% in 2003. The main reasons that it was

not thought to be fair were; the policy is not applied consistently, that it is subject to management discretion and that the policy is not clear.

Management Skills

Only 18% of managers responsible for staff had received training in the last two years in employment law, 29% in flexible working and 35% on equality and diversity issues associated with employment. However 60% of managers felt confident in handling grievances in respect of harassment, bullying and discrimination. Insufficient experience, lack of training and guidance notes were the main reasons why they did not feel confident.

Recommendations

Demographics

- On the basis of the Agency's age profile, develop a policy on age discrimination including its impact on recruitment and retention policies and forthcoming legislation and monitor.
- Recruitment to target under-represented groups using appropriate methods and presentations of information to encourage those applicants.
- Train recruitment staff in relevant diversity issues.
- To increase morale and effectiveness establish robust succession planning to ensure the transition of knowledge.
- Provide guidance, support and training to help managers manage diversity and cultural change issues.

Disability

- Include disabled staff representatives in the design, testing and planning phases of learning facilities or accommodation works.
- Continue to support the Positive About Disabled People Initiative.
- Prepare for the changes to the Disability Discrimination Act that are likely to be introduced in 2006 which will include a new positive duty on public authorities to eliminate discrimination and harassment and promote equality of opportunity for disabled people.

National Groups and Ethnicity

- Ensure that staff recruitment drives target employees from the ethnic minority backgrounds (particularly in LOD where they are currently under represented) and other under represented groups to attract new staff from different backgrounds.
- Extend the day @ DVLA and other work experience or secondment opportunities to young ethnic minority and disabled people.
- Update information on the intranet on religion and culture regularly.

- Ensure appropriate forms and information are presented in the ways that staff say they want or need.

Focus Groups

- Establish focus groups, or “virtual focus groups” where staff indicate that they wish to be consulted without being part of a formal group and attend group meetings. These should cover Caring Responsibilities, Religion or Belief and Sexual Orientation, develop the existing groups (Ethnic Minority Awareness Group [EMAG] and Speak Easy) and set up a helpline where staff may talk in confidence to a trained officer[s].

Fair Treatment

- Remind all staff of the PRIDE values and the Code for Managers and its relevance to Diversity Issues.
- Managers to attend training on how to apply these values in the workplace.
- Increase staff awareness of the Diversity Unit and the policy and legislation that impacts on the Agency, its managers and staff.
- Monitor Equality and Diversity Policies to ensure that they are effective and take appropriate action.

Access to Resources and Information

- Publicise the role of the Disabled Persons Officer [DPO] and assistance that can be obtained for disabled staff. Consider broadening the DPO support into the Agency's Businesses.

Quality of Information

- Examine options for improving the way in which all news, business goals, new initiatives, successes, reasons behind business decisions and why they are taken and relayed to staff.
- Extend News and Views sessions to encourage two way communication and feedback.
- Develop the Human Resources [HR] and Knowledge Management sections of the intranet to make information on the reasons for business decisions and matters affecting individual directorates more accessible and encourage feedback.
- Simplify policies and procedures on the DVLA Staff Handbook and the HR page on the Intranet.

FWH pattern

- From the FWH survey which is currently being undertaken on behalf of Recruitment and Staffing Group [RSG], identify alternative patterns staff require and measure against business needs.

- Extend the range of flexible working practices, including home working, to all staff where practical to do so.

Job Training

- Assess additional skills that staff require on promotion within the Directorate.
- Re-examine the skills and requirements for each job in Directorates, updating courses in consultation between Department heads and learning and Development group [LDG].

Personal Development Opportunities

- Outline training requirements for each job at DVLA, and the courses appropriate to them to help staff understand what they need to do to prepare themselves for a job role.
- Encourage communication between staff and managers to arrange development opportunities including transfers or secondments, both internally and with external organisations, that balance business needs.

Performance Development Review [PDR]

- SMART Objectives should be discussed and agreed by managers and staff, establishing how they will be achieved/exceeded, and what development opportunities are available.
- Departments to construct a checklist of SMART objectives against each role, with a central list residing in RSG with Business Partners.
- Quarterly monitoring to include any new objectives or target dates that may arise during the year.
- All managers to receive training in the PDR process including those newly appointed.

Opportunity for Promotion

- Managers should be proactive in offering the same level of encouragement and support for each member of their team through setting corporate objectives in their PDRs.
- Staff should be encouraged to discuss promotion opportunities with managers, or with peers in a focus group relaying issues and concerns upwards to be addressed.
- Continue to provide development opportunities for under represented groups of staff to enable them to obtain the skills and competencies necessary for promotion e.g. Green Light scheme and examine local options for delivery
- Examine ways to break down barriers in the promotion process and provide more information on requirements including those associated with Assessment Centres.

Bullying and Harassment

- Remind staff about additional contact points, i.e. Line Managers, HCOs, Trade Union Side [TUS] and Counselling and Support and develop the HCO network to provide further contact points.
- Develop and publish the Harassment Guidance Procedure for all staff and monitor its effect.

Staff Grievance Procedure

- Publish revised grievance procedure with clear guidelines for staff and managers.
- Ensure that all managers responsible for staff are trained in handling grievances.

Management Skills

- All managers responsible for staff should receive training in Employment Law, Flexible Working Arrangements, understanding disability and requesting adjustments and Equality and Diversity Issues.
- Guidance notes on these and other Diversity issues should also be placed on the Intranet for reference, and be updated when necessary.
- Establish training for managers on how to resolve Harassment, Bullying, Abuse and Discrimination, and how to counsel victims.
- Provide counselling for perpetrators to establish the cause of Harassment, Bullying or Discrimination, and prevent further occurrences.

Further Information

If you require further information on any of the issues raised in this document please email derrin.stock@dvla.gsi.gov.uk