

## **Promoting equality and valuing diversity**

### **The DVLA Diversity Action Plan 2009-2012**

This plan describes the actions and outcomes that we have identified as key to promoting equality and diversity in the DVLA. Simon Tse, who is the DVLA Diversity Champion, leads our diversity actions and plans. The Executive Board has overall responsibility for the development, implementation and delivery of the DVLA Diversity Action Plan. Other Diversity Champions responsibilities are to support this work. Their leadership will encourage the engagement of all staff in delivering equality and diversity throughout DVLA.

Our aim is to integrate diversity into the DVLA so that everyone understands their responsibilities and our managers and staff work together to identify what they can all do to achieve the delivery of the outcomes described in this plan.

The Civil Service launched its 'Promoting Equality and Valuing Diversity Strategy' in July 2008 and the Department for Transport produced a three year Diversity Delivery Plan reflecting the initiatives and themes within that Strategy. The DVLA has built its Diversity Action plan around the DfT Plan and the Civil Service Strategy.

The key themes for DVLA are:

- Leadership and accountability
- Behaviour and culture change
- Talent management
- Representation
- Customer Service

The scope of the Civil Service Strategy and DfT Plan include only the first four themes listed. We have added the theme of Customer Service to our plan to ensure we consider diversity in our customer service delivery.

This Diversity Action Plan for 2009-2012 includes how we will meet our statutory duties as an employer under the Race Relations Amendment Act 2000, Disability Discrimination Act 2005 and the Equality Act 2006. We have included all aspects of diversity and the plan covers sexual orientation, religion and belief, age and transgender, as well as considering actions for other special interest groups, such as carers. It reflects our aims on Human Rights and will put us in a good position to deliver on the new Equality Bill. We consulted with stakeholder groups and PCS Trade Union to help formulate this plan. We have also taken account of customer feedback. The plan includes actions for further consultation.

This plan replaces the DVLA Diversity Action Plan 2008-11 and relevant actions have been carried over.

We will produce an annual progress report on the delivery of our action plan over the next three years. It will review the steps we have taken and intend to take as a public body to meet our duties and promote equality of opportunity.

## LEADERSHIP AND ACCOUNTABILITY

### Why we are doing this.

- To improve understanding of the business, ethical and legal cases for equality and diversity throughout the DVLA
- To set out the leadership actions needed to integrate diversity into our business
- To improve the way we promote equality of opportunity
- To eliminate unlawful discrimination and harassment
- To promote positive attitudes towards good relations between different groups and
- To improve the participation in public life of disabled people, in line with our public sector duties.

### Responsibility for actions shown in blue

Actions & Outcomes	Public Sector Duty	Progress Key dates
<p><b>The Leadership Vision</b>  <span style="color: blue;">All leaders</span> fully contribute to equality and diversity through the proper application of employee processes and ensuring their staff have development opportunities.</p> <p>Business plans include actions and set targets for delivery that meet our legal duty to show how we have considered equality and diversity.</p> <p>Provide clear leadership and demonstrate good practice by acting as role models, showing through their words and actions what diversity means to both staff and customers.</p> <p>Leaders ensure the actions in this Plan are undertaken and progress reports are made to PRER, so it demonstrates how we integrate equality and diversity into our business.</p>	All	<p>Ongoing</p> <p>Annual review</p> <p>Managers seminars &amp; meetings</p> <p>Ongoing</p>

Actions & Outcomes	Public Sector Duty	Progress Key dates
<p><b>Training</b></p> <p><b>Workforce Development (WD)</b> provides diversity training for all managers, so they are better informed about the public sector duties and can take actions needed for compliance. Include reference to Human Rights in all relevant learning events, including training on legislation.</p> <p><b>Managers</b> better understand equality and diversity and recognise the importance of encouraging staff to feel valued for who they are and what they bring to the workplace. This is demonstrated in their appraisal &amp; development of staff.</p> <p><b>Managers</b> ensure their staff attend equality and diversity awareness training to bring them up-to-date with current equalities legislation and help them understand their responsibilities.</p> <p>Regularly discuss equality at team meetings and consult staff on how this learning can improve staff relationships and customer service.</p>	<p>2,3,6,8,12</p> <p>All</p>	<p>May 2009 onwards</p> <p>Ongoing</p> <p>From May 2009</p> <p>Ongoing</p>
<p><b>Equality Impact Assessments - EQIA's</b></p> <p><b>All managers.</b> Policies, projects and functions are routinely equality assessed as an integral part of their development. They should identify positive and negative equality impacts and show how we will deal with adverse impact and promote equality.</p> <p><b>Managers</b> identify when to undertake EQIA's and ensure actions required are completed and keep Pay, Reward and Employee Relations (PRER) informed.</p> <p><b>PRER</b> Published EQIA register records EQIA's undertaken and is updated regularly. Equality Impact Assessments (EQIA's) published in line with guidance. <a href="#">(Insert link to EQIA info page)</a></p> <p><b>Managers</b> identify when Equality Impact Assessment (EQIA) training is required and staff undertaking EQIA's receive appropriate training and are competent to carry out EQIA's.</p> <p><b>Diversity Action Group (DAG)</b> will make random samples of impact assessments. This will demonstrate their interest and leadership and the EQIA's will be seen as important to senior managers. This will then raise awareness of the need for compliance.</p>	<p>All</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Quarterly review</p> <p>Ongoing</p> <p>Quarterly</p>

Actions & Outcomes	Public Sector Duty	Progress Key dates
<p><b>Objectives</b>  <b>Managers</b> consider diversity in setting business targets &amp; outcomes and align their individual objectives to these.</p> <p>Assess managers' behaviour against equality objectives to determine if in line with requirements. EQIA's will be part of a managers responsibilities and be included in managers / staff performance objectives where appropriate,</p> <p><b>Staff</b> include equality personal objectives in their performance management objectives. They understand how they can contribute to Agency diversity and equality responsibilities.</p>	All	<p>April 2010</p> <p>April 2010</p> <p>April 2010</p>
<p><b>Champions and DAG</b>  <b>Diversity Action Group (DAG)</b> of Diversity Champions set up and terms of reference, action plans and timetables for activities agreed.</p> <p><b>Champions</b> implement actions in DAG plan and work with staff network groups to promote an inclusive culture within the DVLA and in service delivery. Work with our <b>Staff Networks</b> to identify barriers that particular groups experience in the workplace and identify solutions to overcome them.</p> <p>DAG led by <b>DVLA's Diversity Champion</b> whose responsibilities include Human Rights.</p>	All	<p>March 2009 - quarterly meetings</p>
<p><b>Business Planning</b>  <b>Business plan writers (eg senior managers and Executive Board)</b> integrate equality and diversity into DVLA and directorate business plans and identify specific actions to promote diversity in business planning and service delivery.</p> <p><b>All managers</b> include diversity considerations in awaydays / business improvement actions / projects</p>	All	<p>Annual review of business plans</p> <p>Ongoing</p>
<p><b>Performance Management</b>  <b>Managers and PRER.</b> All staff are performance managed appropriately and new performance appraisal system is reviewed and standards checked. The performance management process is applied fairly and consistently, so that there is no detriment to under-represented groups.</p>	All	<p>Ongoing - at annual appraisal</p>

## Behaviour and Culture Change

Why we are doing this.

- To encourage employee engagement and involvement so all our staff feel they are treated fairly and inclusively.
- To build a culture that takes full account of diversity and shows that we value the contribution of all our staff, and demonstrates respect and awareness of personal commitments.
- Encourage participation and learning to develop support for equality and diversity and ensures it is understood and acted on.
- Equality across the organisation is accepted as integral to the way we do business.

ACTIONS	Public Sector Duty	Progress Key dates
<p><b>Communication</b>  <a href="#">DAG</a> to identify key issues for communication and action. For example, writing articles for Licence in a regular DAG spot. Integrate opportunities to support diversity into leadership forums improved communication to promote diversity and equality.  <a href="#">PRER &amp; Diversity champions</a>            Support a Diversity Week to promote equality and diversity across all strands.</p>	All	Ongoing  February 2010
<p><b>Inclusive culture</b>  <a href="#">All Staff</a>            Develop a culture in which the way we operate day to day takes full account of diversity. Ensure all activities are fully accessible for all staff and planning, venue and materials should take account of needs relating to race, gender, disability and working patterns.   <a href="#">PRER /Managers</a>            Develop guidelines to support implementation of this culture and managers implement good practice guidelines.</p>	All	Ongoing  November 2009

ACTIONS	Public Sector Duty	Progress Key dates
<p><b>Working arrangements</b>  <a href="#">Directors and Managers.</a>  Identify and encourage opportunities for flexible working arrangements within reasonable business constraints.</p> <p>This will help ensure we are better able to meet business needs through personnel planning.  Other benefits could be:</p> <ul style="list-style-type: none"> <li>• Reduction in sick absence.</li> <li>• Improved work-life balance.</li> <li>• Better recruitment and retention of under-represented groups.</li> <li>• An ability to demonstrate that we value the contribution of all our staff, irrespective of their working patterns</li> </ul> <p><a href="#">PRER</a> will provide information on the Civil Service Job Share Board to make people aware of it. It can help people who want to job share to find a suitable job-share partner.</p>	12	<p>31 March 2010 onwards</p> <p>May 2009 onwards</p>
<p><b>Diversity declarations and monitoring</b>  <a href="#">PRER, Champions and managers</a>  Build staff confidence in disclosing relevant personal information. This will increase the number of people who complete diversity monitoring forms and help us improve the quality and usefulness of our employee monitoring reports.</p> <p><a href="#">PRER</a> communicate reasons for needing data and provide assurance on confidentiality, so staff understand why this information is important and feel confident in how we use it.</p> <p>Information collected is actively used to identify opportunities and potential discrimination through our people management processes.</p>	All	Ongoing to achieve rates by 2011 - 12
<p><b>Benchmarking</b>  <a href="#">PRER / Corporate Standards / WD/LGBT network group</a>  Identify opportunities for appropriate award submissions that recognise existing good work &amp; identify aspirational goals. Ensure existing benchmarking achievements are recognised and publicised e.g. Chartermark (now National Excellence Standards.) Two Ticks, Stonewall. Investors in People.  <a href="#">All staff</a> involved work to ensure that our attainment of nationally recognised awards is maintained, as they provide evidence that we promote equality and enable improvements in service to staff and customers.</p>	All	Annually

ACTIONS	Public Sector Duty	Progress Key dates
<p><b>Policies</b>  PRER - anyone involved in HR policies, such as recruitment /WD  Staff feedback has identified the need for more effective communication on HR policies and equality issues. Review and update Equal Opportunities and HR policies to take account of current legislation and good practice and include Human Rights issues where relevant. Simplify the policy structure and improve its accessibility, so policies are easily understood and usable.</p> <p>Explain where they can be found by regulary publicising this information. Put in place suitable links on the Intranet.</p> <p>Consult and involve staff and customers to ensure policies meet their needs, are inclusive and provide appropriate guidance. Consult with staff networks and Trade Unions early on in the process and give them feedback on the action taken.</p> <p>Policies will include: rehabilitation and special leave. Policies to ensure support for disabled and sick staff, bereaved staff, and maternity, paternity and caring provisions.</p>	All	31st December 2009 & ongoing
<p><b>Rights and responsibilities</b>  PRER, Human Resource Business Partners (HR BP's) and WD will help inform staff about their equality responsibilities in the workplace through training, provision of accessible information and guidance and other interventions. The aim will be to improve understanding of individual's responsibilities and rights and give better access to good quality and useful information.</p> <p>Staff need to know how to deal with and report inappropriate behaviour and/or incidents at an appropriate level and are confident they will be supported by management and HR.</p> <p>PRER will provide guidance on the intranet on religion and belief, human rights, disability, sexual orientation, gender, age and race, bullying and harassment and EQIA's. Diversity Champions will introduce and support related initiatives according to their agreed timetable.</p>	All	Ongoing  July 2009- January 2010

ACTIONS	Public Sector Duty	Progress Key dates
<p><b>Well-being</b>  <a href="#">Health and Well-being Steering Group</a> identifies and implements actions to improve staff well-being and reduce sick absence. Information available for staff to understand wellness through intranet and published material.</p> <p><b>Actions include:</b>  Support pack for expectant parents with information on maternity and paternity provisions. Staff gym opened October 2008. New occupational health provider appointed. Increased facilities for staff support include: a physiotherapist; mental health support; EAP; and a Rehabilitation support policy to support sick and disabled staff return to work.</p>	4 - 12	Ongoing
<p><b>Bullying and harassment</b>  <a href="#">PRER /HCO's /Anti-bullying diversity champion</a>  Work to ensure a working environment free from harassment and bullying by providing advice and support to staff. DVLA will support anti-bullying day by developing campaign materials and sharing with other DfT Agencies through the diversity practitioner network group.</p> <p><a href="#">PRER</a> ensures DVLA's Harassment Contact officers have support and training and record and analyse trends in harassment cases.</p> <p>Elimination of discrimination &amp; harassment towards all groups of people supported by staff training &amp; case studies to raise awareness and promote tolerance. <a href="#">WD</a></p>	All	Ongoing  November 2009  Ongoing  May 2009 onwards
<p><b>Staff surveys</b>  <a href="#">Market research team / EB secretariat</a>  . The staff survey assesses staff perceptions of progress on changing behaviour and culture and measures progress. It identifies barriers and informs future improvements to bring about change in the workplace. It will in future include measurement of staff engagement. Analysis of the survey will be published on the intranet.</p> <p><a href="#">EB and Diversity Champions</a> will identify and recommend actions for improvement and ensure survey results are used for actions.</p> <p><a href="#">Market research team.</a> Staff Disability survey undertaken and results analysed and used to highlight improvements needed in workplace for disabled staff.</p>	All       4 - 9	Oct 2008 & biannually       April 2010

ACTIONS	Public Sector Duty	Progress Key dates
<p><b>Staff engagement</b>  WD - new manager appointed to lead work on staff engagement.</p> <p>WD New employee engagement survey to be deployed in July 09 and 6 monthly thereafter - full-demographic split of results will be available, including by diversity groups.</p> <p>WD Corporate engagement action plan to be developed by September 09 to include diversity focus action if required. Engagement Champions in business units will be responsible for developing business unit plans</p> <p>WD Education planned to increase managers understanding of employee engagement and the impact of their behaviours on others leading to improved engagement, more motivated employees.</p> <p>All managers responsible for improved staff engagement, resulting in better-motivated staff, increased declaration rates for monitoring and identification of actions needed to improve relations.</p>	<p>All</p>	<p>May 2009</p> <p>July 09</p> <p>September 2009</p> <p>October 2009 onwards</p> <p>May 2010 onwards</p>

ACTIONS	Public Sector Duty	Progress Key dates
<p><b>Staff engagement – networking groups</b></p> <p><b>Staff Networking Groups:</b> EMAG (Ethnic Minority Action Group) Ability Group (disabled staff) and LGBT (lesbian, gay, bisexual and transsexual) groups that are supported by the provision of facility time and a budget for activities and travel. They are actively involved in consultation and provide contributions to evaluation of training and specialist knowledge and advice.</p> <p>A Carers Group is being set up in 2009 to support staff with caring responsibilities.</p> <p>Annual calendar of events, highlighting key awareness days for all diversity strands, will be used by <b>networking groups &amp; Diversity Champions</b> to publicise and take actions on key issues throughout year.</p> <p>Gender issues, including transgender, is included in the Gender Champion role and a new networking group will be launched. An action group is working with the gender champion to identify &amp; plan work</p> <p>Disability - consultation with Ability has highlighted a need for: improved communication between staff &amp; managers: greater awareness of disabled issues: improving consistency in treatment of disabled staff: more consultation with disabled staff before changes are made for accessibility.</p> <p><b>Actions</b> to address these points will be to:</p> <ul style="list-style-type: none"> <li>• set up information stands for leaflets</li> <li>• train managers on disability (this is included in mandatory training for all staff from May 2009 on)</li> <li>• identify and train diversity floor reps</li> <li>• open up Ability meetings to managers</li> <li>• extend Ability involvement in focus groups</li> <li>• improve general awareness of Ability Group.</li> </ul>		<p>Ongoing</p> <p>October 2009</p> <p>Annual events</p> <p>September 2009 July 2009</p> <p>August 2009 onwards</p>
<p><b>Maternity / Pregnancy</b></p> <p>Female health needs met in relation to pregnancy and childbirth. <b>Managers</b> should ensure that healthcare support in workplace is provided, risk assessment made and redeployment if necessary due to pregnancy. Suitable rest breaks for pregnant women and nursing mothers should be agreed with <b>managers</b> as needed with <b>OHA or GP advice</b>. Provision is made for breastfeeding when required.</p>	10, 11, 12	Ongoing

ACTIONS	Public Sector Duty	Progress Key dates
<p><b>Quiet room</b>  <b>All managers</b> - support staff who would like to make use of facilities for prayer and quiet contemplation, so they feel confident in making requests to use a quiet room Staff know where their local facility is and how to book it. to use it. Event organisers provide a quiet room when a need is notified to them.</p>		Ongoing
<p><b>Consultation</b>  <b>PRER PCS</b> Create a culture where consultation is normal. Develop a structured consultation framework with union and non-union members &amp; networking groups. A new employee relations strategy is in place to improve employee relations and increase co-operation between interested groups.</p>	All	Ongoing
<p><b>Accessibility</b>  <b>HR Estates</b> provide guidelines to ensure that consideration is given to accessibility when booking external venues for Agency events. Staff can be confident that their needs will be met, where it is reasonable to do so, when we use external facilities for business related activities. Wherever possible events should not be booked in inaccessible venues.</p> <p>Review general access and building services to ensure that these meet the needs of our disabled staff and disabled visitors. Consultations have taken place before adjustments are made, with customers and disabled staff. Where reasonably practical and possible all staff and visitors can access our offices.</p> <p><b>Accessibility Group</b> Accessibility standards to be set and used in publishing content on our website, intranet, publications and so on. This should result in improved accessibility of publications for the communities we serve. Accessibility group will research, survey and implement changes and help business areas ensure information is presented to highest and current accessible standards.</p>	All	<p>31st October 2009 and ongoing basis</p> <p>Ongoing - work to be completed by 2012</p> <p>June 2009 &amp; ongoing</p>
<p><b>Staff Disability</b>  <b>Managers</b> and <b>staff</b> to work with <b>OHA</b> to identify reasonable adjustments and ensure they are delivered for staff. The needs of staff will be met and they will be enabled to perform to their full potential.</p> <p>Disability Guides produced by <b>PRER</b> providing information on disability, policy and law for managers and staff.</p>	<p>10,11,12</p> <p>10,11,12</p>	<p>Ongoing</p> <p>July 2009</p>

ACTIONS	Public Sector Duty	Progress Key dates
<p><b>Diversity Week</b>  <b>PRER / Diversity Champions / Networking Groups</b>  A Diversity Week programme of events to promote knowledge and provide information on all diversity strands.</p> <p>A Public Sector conference will be held, in conjunction with other Government Departments, to examine and strengthen the role of staff network groups during Diversity Week.</p>	All	Feb 2010  February 2010
<p><b>Pay awards assessed and reviewed regularly.</b>  <b>PRER /PCS</b> Equal Pay audits regularly carried out in accordance with Equal Pay legislation. Results of impact assessments and the Equal Pay Audit show that our staff are paid equally for work that is broadly similar or of similar value.</p> <p>A race equality impact assessment will be made each year at the time of the annual pay award in agreement with PCS.</p> <p>All staff benefit from short pay scales to quickly achieve the maximum. The 2008 pay award reduced the progression to the maximum for Pay Band 1 (AA) from 2 years to 1 year. Analysis of average performance markings received shows that female part time workers receive average lower markings than full-time workers. The gap has now reduced from 13.29% in 2003 to 6.8% and ongoing work is aimed at reducing this further. Issues identified in the 2008 Pay Review have been included in the Pay Review action plan for completion.</p>	10,12	every 3 years  August-annually  August 2009
<p><b>EQIA resources</b>  <b>PRER</b> Provide on-line toolkit of templates and advice on EQIA practice and procedures. EQIA process reviewed and new guidance on equality impact assessing published. Revised Impact assessment template includes Human rights.</p> <p>New impact assessment training developed.</p>	All	July 2009  July 2009

## Talent management

Why we are doing this.

- To put in place a talent management strategy that includes learning and development activities and workplace development strategies that help support and develop all our people and provide equality of opportunity
- Our staff are confident they are supported to improve their skills, feel valued and believe DVLA takes active interest in their development and progress. In-house capability and capacity develops to meet current and future business needs.

ACTIONS	Public Sector Duty	Progress Key dates
<p><b>Talent management strategy</b>  <b>Workforce Development</b> develops the Talent Management Strategy to reinforce our investment in staff. This will deliver opportunity for all our staff at whatever stage of their careers and identify how to remove barriers to progression.            New manager appointed to lead work.</p> <p>The DVLA Talent Programme will provide a structured and focused approach to the development of staff to help them to realise their full potential.</p> <p>Assess current level of staff qualification and identify actions needed to ensure Government's skill pledge of a minimum target of Level 2 qualification is reached by 95% of workforce</p>	All	December 2009 April 2009  2010 -11
<p><b>Staff Development</b>  <b>Managers</b> continue to develop all their staff. They identify talent from under-represented groups of staff and take responsibility for their development. All staff can access training and are able to use the skills required for their career progression.</p>	All	May 2009 and ongoing
<p><b>Data collection and management</b>  <b>WD</b> monitors the take up of training across the Agency and assesses learning and performance outcomes; to check current strategies are delivering required results.</p> <p>Publish the breakdown of diversity data by directorate regarding access to training and PDR marks.</p>	All	Annually at March 31st Ongoing

ACTIONS	Public Sector Duty	Progress Key dates
<p><b>Diversity training</b>  WD SSC Diversity training delivered to all staff at an appropriate level for their role and proposals and plans in place to deliver refresher training &amp; induction training</p> <p>Directors / training co-ordinators All training which may support understanding of diversity e.g. ad-hoc delivered in directorates, reported to WD for evaluation &amp; monitoring.</p>	All	March 2009 & ongoing  Quarterly
<p><b>Representation</b>  Recruitment and workforce planning, in partnership with managers</p> <p>HR recruitment and workforce planning teams will use annual employee monitoring data to identify shortfalls in representation and actively consider how to recruit from a more diverse pool of talent &amp; target areas for action through advertising and attraction strategies. Use engagement with local communities, colleges, Remploy, Shaw trust, recruitment fairs.</p> <p>Action will be aimed at bottom-up recruitment to broaden the pool of representation at entry level. Identify any requirement for positive action.</p> <p>Support staff to enter development programmes aimed at specific needs: e.g. DfT Green Light programme for ethnic minority staff.</p>	All	May 2010 & ongoing
<p><b>Workforce Planning</b>  Recruitment and workforce planning in partnership with managers</p> <p>Analyse and use existing employment monitoring data to identify areas for action and identify where new data collection needed. Create / review workforce plans that demonstrate consideration of equality &amp; diversity in the workplace, including labour market assessment and succession planning for senior management / feeder grades.</p> <p>Planned management of talent to identify and make use of individual's skills and experience for the benefit of the individual and the organisation.</p>	All	May 2010 & ongoing

## Representation

Why we are doing this.

- Monitoring gives us information that will enable us to identify our progress on our diversity plans
- It will tell us where our policies and practices are successful or need improving.
- To encourage a review of recruitment practices and policies to remove unnecessary barriers that may restrict access to a variety of jobs and progression.
- We are attracting, retaining and recruiting a more diverse pool of people and any unnecessary barriers that might restrict accessibility or attractiveness of post are removed.

ACTIONS	Public Sector Duty	Progress Key dates
<p><b>Removing Barriers</b>  <a href="#">All recruiting managers / HR recruitment /SSC:</a></p> <ul style="list-style-type: none"> <li>• ensure that all unnecessary barriers are removed from job descriptions and adverts.</li> <li>• demonstrate we actively encourage job share, part time and other flexible working patterns at all grades, by making this clear in job advertisements and advice given in response to inquiries from staff.</li> <li>• identify ways of moving staff within the Agency to their and organisations benefit.</li> </ul>	All	31st March 2010 and ongoing
<p><b>Supporting disabled staff</b>  <a href="#">Managers work with OHA</a> to ensure staff who become disabled are able to continue in work and make career progress.</p> <p><a href="#">Managers and recruitment</a> aim to enable more disabled people to have access to opportunities for employment by continuing to support Positive about Disabled people (Two Ticks) and GIS (Guaranteed Interview Scheme)</p> <p><a href="#">Managers/ OHA / HR Business advisers</a> continue working with external partners such as Shaw Trust to place and retain disabled staff.</p>	4- 9	Ongoing
<p><b>Independent chairs</b>  <a href="#">All Managers</a> support the Diversity agenda through acting as an Independent Chair on recruitment and selection panels or acting as Independent Decision or Review Officers in discipline and grievance hearings.</p> <p><a href="#">Independent Chairs</a> will be involved in recruitment campaigns at its inception to help demonstrate that our recruitment and selection process is transparent and fair. They will also check our discipline and grievance processes are applied fairly and consistently.</p>	All	31st March 2010 and ongoing

ACTIONS	Public Sector Duty	Progress Key dates
<p><b>Recruitment campaigns and initiatives</b>  <a href="#">All recruiting line managers with support from HR. Recruitment.</a>            Ensure our recruitment campaigns reflect the work we are doing to improve representation within our current and future workforce: consistently target recruitment campaigns to increase the number of applications from under-represented groups.</p> <p>This will be done by:</p> <ul style="list-style-type: none"> <li>• Reviewing how we can best incorporate diversity into our recruitment contracts and advertising.</li> <li>• Implementing recruitment outreach initiatives e.g. attendance at job fairs, links with universities, colleges and local community groups to encourage greater applications from under-represented groups.</li> </ul>	All	Ongoing with targets to be met by 2012
<p><b>Staff monitoring</b>  <a href="#">PRER IHAC MIT</a> Undertake staff monitoring and produce annual report which is fit for purpose and accurate.. Published staff monitoring reports meet EHRC compliance requirements for race, gender and disability.</p> <p>Assess data quality in report and check for accuracy: act to address any inconsistencies and gaps. Identify broad trends and highlight key issues for EB and managers.</p> <p><a href="#">Managers / EB</a> identify actions needed on receipt of report / analysis of monitoring data, Review of reports used to change policies and procedures and target actions needed. Specific responsibilities assigned for making improvements. Use information to establish appropriate targets where groups underrepresented or issues are identified.</p>	All	Annually after 31st March
<p><b>Declaration Rates</b>  <a href="#">PRER, Diversity Champions &amp; managers</a> develop Monitoring Action Plan to educate staff about the need for monitoring information and increase declaration rates for diversity monitoring, aiming for 90% response rate of staff who declare information about their ethnicity, disability status, sexual orientation and religion or belief or state they would prefer not to disclose.</p>	All	By 2012
<p><b>Exit Monitoring</b>  <a href="#">HR Director / SSC</a>            Put processes in place to demonstrate an ambition of a 90% target response rate for exit interview questionnaires.</p> <p>Analyse and use exit interview data to inform future strategy development.</p>	All	31st Mar 2010

## Customers

Why we are doing this:

- To improve customer service through increased responsiveness and consultation
- To enable customers to have more effective compliance with driver and vehicle licensing - the core business of DVLA
- To help ensure the accessibility of our services is better aligned with customer needs.
- Improvements in the customer experience journey resulting in better standards of customer care and improved approval ratings

ACTIONS	Public sector Duty	Progress Key dates
<p><b>Customer care – our Corporate responsibility</b>            DVLA has a Customer Care policy that demonstrates it takes its responsibilities to its customers seriously and to set out its key commitments. It will help staff and customers be aware of and have guidance for ensuring excellence in customer service</p> <p>An <a href="#">Accessibilty Group</a> has been set up to help DVLA improve accessibility of information by bringing together key business areas to work on structured improvements and communication.</p>	All	April 2009  June 2009
<p><b>Customer satisfaction survey</b>  <a href="#">Market research team</a>. The Customer Satisfaction Survey measures how well services meet customer needs and includes monitoring by equality strands. The results are published internally and to the public on our website.</p> <p>The <a href="#">survey sponsor</a> ensures that action is taken where DVLA has feedback identifying improvements needed. This is included in diversity and business action plans and progress reported.</p>	All	Annually
<p><b>Customer Service Standards</b>  <a href="#">CSI support Team</a> The New Customer National Standards were met and the award retained in 2008 (previously known as CharterMark). The Standards help us manage and improve access to services, information and DVLA offices for all customers and work continues to ensure we maintain and improve accessibility.</p>	All	Annual review and inspection due November 2009
<p><b>Customer Complaints</b>  <a href="#">Customer Service Manager</a> - will lead work to continue to improve customer access to complaints procedure. Customers can already make complaints by phone through Contact Centre and customers who have difficulty in putting complaints in writing have alternative information available in a range of accessible formats. Action is needed to extend the availability of this provision. Complaints tracker information analysed and used to identify and implement actions to improve customer service.</p>	All	July 2009 and ongoing

ACTIONS	Public sector Duty	Progress Key dates
<p><b>Information accessibility</b>  <a href="#">Design and Document Management Team</a>. DVLA is improving the readability of its forms and leaflets, to make them accessible for customers with a range of needs. Many of these forms will have received Crystal Mark awards for our use of plain English. Customers have alternative formats available on request.            We are working to prepare CD's or DVD's on key information leaflets that will be available on request and to ensure staff and customers know how to obtain them.</p>	All	1 Jun 2009
<p><b>Accessibility to our offices</b>  <a href="#">The Local Office customer management project</a> identifies and makes changes to offices in consultation with customers &amp; staff to make easier access to local offices and services.             The <a href="#">Estates Management Group</a> undertakes access audits of DVLA sites for improved access to DVLA premises and facilities.</p>	All	August 2008 & ongoing  ??
<p><b>IT Accessibility</b>  <a href="#">Technical Authority</a> is reviewing the accessibility and readability of internet information to ensure internet accessibility is compliant with WW3 standards, making the DVLA website easier to access. We currently provide information and online services available 24 hours and a BrowseAloud facility.</p>	All	???

Monitoring the five themes	When	Who
<p>Activities that will produce evidence to monitor delivery on the five themes:</p> <ul style="list-style-type: none"> <li>• staff engagement survey to measure staff opinion</li> <li>• statistics on attendance /non-attendance at diversity training</li> <li>• number and quality of EQIA's</li> <li>• staff equality monitoring to check changes in representation</li> <li>• complaints and grievance statistics &amp; Harassment Contact Officer Statistics</li> <li>• customer complaints from complaints tracker</li> <li>• private motorists survey</li> <li>• activities of Diversity Action Group</li> <li>• delivery on diversity objectives</li> <li>• set up diversity scorecard / RAG table to measure delivery against this plan</li> <li>• annual pay review</li> </ul>	<p>2010</p> <p>2009/10</p> <p>Annually 31st March 2010 onwards annually</p> <p>annual monthly</p> <p>annually quarterly</p> <p>annually from 2010</p> <p>report by 31st March 2010</p> <p>annually</p>	<p>EB</p> <p>WD</p> <p>PREWR</p> <p>PRER / MIT</p> <p>HR / PRER</p> <p>Customer Services</p> <p>customer Services Diversity Champions</p> <p>EB</p> <p>Diversity Action Group</p> <p>PRER / PCS</p>

## **Public Sector Duties**

We have certain legal obligations under the three equality duties to promote equality in the areas of disability, gender and race. Each of the actions in our plan relates to one or more specific parts of an equality duty. To make this clear, we have numbered each part of each duty below. The table in this section includes a column showing which number or numbers relate to each action.

### **The Race Equality duty gives us the following responsibilities:**

1. Eliminate unlawful discrimination.
2. Promote equality of opportunity.
3. Promote good relations between people of different racial groups.

### **The Disability Equality duty gives us the following responsibilities:**

4. Eliminate unlawful discrimination
5. Eliminate harassment of disabled people that is related to their disabilities
6. Promote equality of opportunity between disabled people and others
7. Take steps to take account of disabled peoples disabilities, even where that involves treating them more favourably than others
8. Promote positive attitudes towards disabled people
9. Encourage participation by disabled people in public life

### **The Gender Equality duty gives us the following responsibilities:**

10. Eliminate unlawful sex discrimination
11. Eliminate harassment
12. Promote equality of opportunity between men and women.