

Identity and Passport Service

Race, Disability
and Gender
Equality Scheme

Home Office

**Identity &
Passport Service**

Contents

Foreword by the Chief Executive	1
Introduction	3
The role of IPS	3
Developing the scheme	4
Stakeholders	4
Consultation	5
Involvement	7
Equality approach	8
Leadership	8
Equality and Diversity Statement	8
Valued Behaviours	9
Strategic Objectives	9
Action to meet the general duties	11
Race	11
Disability	12
Gender	13
Other equality strands	14

Monitoring and evaluation	15
Procedures	15
Review	16
The Race Equality Scheme	16
The Disability Equality Scheme	16
The Gender Equality Scheme	16
Reporting	16
Equality Impact Assessments	17
 Annexes	
A IPS organisational structure	20
B Equality duty action plans	21

Foreword by the Chief Executive



The Identity and Passport Service has undergone a period of significant change in order to reposition itself to meet new challenges. Against this background of change, one factor remains constant: the need to make people, both staff and customers, central to the effectiveness of everything we do.

Our commitment to fair treatment is demonstrated through our Strategic Objectives, through our Valued Behaviours and through our existing Race and Disability Equality Schemes. These all underpin both our human resources and our customer service policies and create the environment that sets us apart as an excellent organisation.

We have articulated our commitment to diversity best practice in our Race and Disability Equality Schemes. We now set out our plans to meet the statutory general and specific duties under the Equality Act 2006, which require us to take steps to promote equality of opportunity for men and women. Our scheme for gender equality joins our existing schemes

in this one document, under the Home Office's Race, Disability and Gender Equality Scheme.

Our commitment to diversity goes further than simple legal compliance, however, and our scheme makes reference to all equality and diversity strands, including age, sexual orientation and religion or belief. By paying full attention to all these areas of potential inequality, we aim to create an environment where all staff feel valued and are given the opportunity to reach their potential. Through this, we will ensure that the diversity of our customers is respected and an appropriate service is delivered to each and every one.

Every member of the team has a role to play in putting these aspirations into practice, and this must be reflected in everything we do if we are to meet the challenges of eliminating unfair treatment and discrimination.

A handwritten signature in black ink, appearing to read 'James Hall', with a horizontal line underneath.

James Hall

Chief Executive

Identity and Passport Service

Introduction

The role of IPS

The Identity and Passport Service (IPS) was established as an Executive Agency of the Home Office on 1 April 2006. The Agency builds on the strong foundations of the UK Passport Service (UKPS) to provide passport services and, in the future as part of the National Identity Scheme, ID cards for British and Irish nationals resident in the UK.

IPS has undergone a significant period of restructuring and transformation, and this process continues into the period covered by this scheme.

The IPS leadership team includes all the executive directors within the organisation, who have responsibility for the strategic decisions of the Agency. The organisational structure of IPS is shown diagrammatically at Annex A.

All members of the IPS executive leadership team are diversity

champions who promote best practice in equality throughout the Agency. They will lead IPS in meeting its responsibilities under the Home Office's overarching Single Equality Scheme.

The IPS infrastructure is based around London headquarters, seven regional offices and 69 interview offices that are currently being prepared to receive adult, first-time passport customers.

Developing the scheme

Stakeholders

In developing this scheme, both internal and external consultation has been key to establishing priorities and action plans. This process started with the Race Equality Scheme in 2002 and was expanded to involve disabled people last year in order to develop our Disability Equality Scheme. This consultation is a dynamic and ongoing process that must take place at each stage of development, production, implementation and review of this scheme.

To meet its general and specific duties, a public authority must consult its employees, service users and others (including trade unions) who have an interest in the way it carries out its public functions. For IPS, these functions will fall into three separate areas:

- discharge of its statutory duty
 - verifying identity;
- delivering a service to the public
 - providing passports; and

- employment – employing staff.

In developing this scheme, we have interpreted 'stakeholder' in its broadest sense, to include internal and external customers, partners and employees, together with the wider society we serve and its government. Our main stakeholder groups will, therefore, be:

- IPS staff;
- IPS partner organisations and their staff;

- customers;
- corporate customers (including passport validation services);
- government (in particular, the Home Office);
- Home Office staff support groups – including Home Office Disability Support (HODS), the Network, Spectrum, a:gender, Home Office Women (HOW); and
- trade unions (primarily the Public and Commercial Services Union (PCS)).
- communication with other government networks and organisations (Opportunity Now, Equal Opportunities Commission (EOC)); and
- routine employment monitoring.

This existing data will be collated to contribute to addressing the requirements of the Race, Disability and Gender strands of this scheme, and further consultation will take place on both a routine and a needs-based timetable as this scheme is implemented.

Consultation

Regular consultation with stakeholders already takes place in a variety of ways:

- staff survey;
- staff entry and exit data collection;
- focus groups – including the Virtual Focus Group;
- panel of representatives;
- Equality and Diversity Steering Group;
- market research;
- customer confidence survey;
- ‘mystery shopper’;

Other specific organisations with which we regularly consult on diversity issues are shown in the table below.

Diversity	Organisation	Consultation
Race	The Network	Support for black and minority ethnic (BME) staff
	Leaders UnLtd	Positive action for Senior Civil Service (SCS) candidates
	Commission for Racial Equality (CRE)	Working to eliminate prejudice and racism from society
Disability	Employers' Forum on Disability (EFD)	Advice for employers of staff with disabilities
	Disability Rights Commission (DRC)	Promoting equality of opportunity for people with disabilities
	Home Office Disability Support (HODS)	Support for staff with disabilities
	IPS Disability Review Panel	Focus group – meets quarterly
	Leaders UnLtd	Positive action for SCS candidates
Gender	Home Office Women (HOW)	Support for female staff
	Equal Opportunities Commission (EOC)	Working to eliminate sex discrimination and promote equality of opportunity for women and men
	a:gender	Support and advice for transsexual, transgender and intersex staff
	Leaders UnLtd	Positive action for SCS candidates
	Opportunity Now	Best practice for women in the workplace
General/other diversity	Home Office Race and Diversity Action Team	Point of contact for all Home Office diversity matters
	Conference – Diversity Matters	IPS annual diversity conference
	Public and Commercial Services Union (PCS)	General policy advice for staff and employers
	Virtual Focus Group	Open e-forum for IPS staff
	SPECTRUM	Lesbian, gay, bisexual and transsexual (LGBT) staff support group
	Stonewall	Campaigning and lobbying group on LGB issues

Diversity	Organisation	Consultation
	Employers Forum on Age (EFA)	Advice and best practice on age-related policies
	Arbitration and Conciliation Advisory Service (Acas)	Advice, training and mediation services to enhance employee relations

Involvement

In addition to broad consultation, we have taken steps to actively involve people with a disability in addressing how best to implement our Disability Equality Scheme. We have conducted workshops, interviews, polls, market research and independent audits in order to identify areas of adverse impact for disabled people. During these activities we have been sure to involve people with a disability, and disability organisations, in exploring ways to improve equality in the areas of policy development, training, accessibility and attitudes. This involvement proved extremely valuable in drawing up our Disability Equality Scheme action plans and continues to add value to the progress we are making in implementing the scheme. It is also a critical element of the establishment of the Interview Office Network (ION) as we grow the business to address the changing needs of identity verification.

Equality approach

Leadership

All executive directors and directors of IPS are diversity champions. IPS also has a director-led Equality and Diversity Steering Group, chaired by the Director of Corporate Strategy, which meets monthly to discuss progress on the IPS Five-Year Equality and Diversity Programme. A consistent approach is assured by regular reports from the steering group to the leadership team.

In addition, Regional Equality and Diversity Forums have been established to give the work of the steering group and leadership teams a national perspective. These initiatives aim to ensure involvement and ownership at every level and to embed the principles of best equality and diversity practice in everything we do.

Equality and Diversity Statement

IPS commits through its Equality and Diversity Statement that, in delivering our business, we will engage fully with our diverse society. We will take care to assess the impact of our policies on disability, race, gender, gender identity, sexual orientation, religious belief and political opinion (in Northern Ireland) and age equality.

Valued Behaviours

We also have a framework of 'Valued Behaviours' which sets out how IPS will drive effective performance and assist staff to respond successfully to a dynamic environment and ever-changing challenges. The framework is a statement of the expectations of all members of IPS staff. The five elements of the framework are:

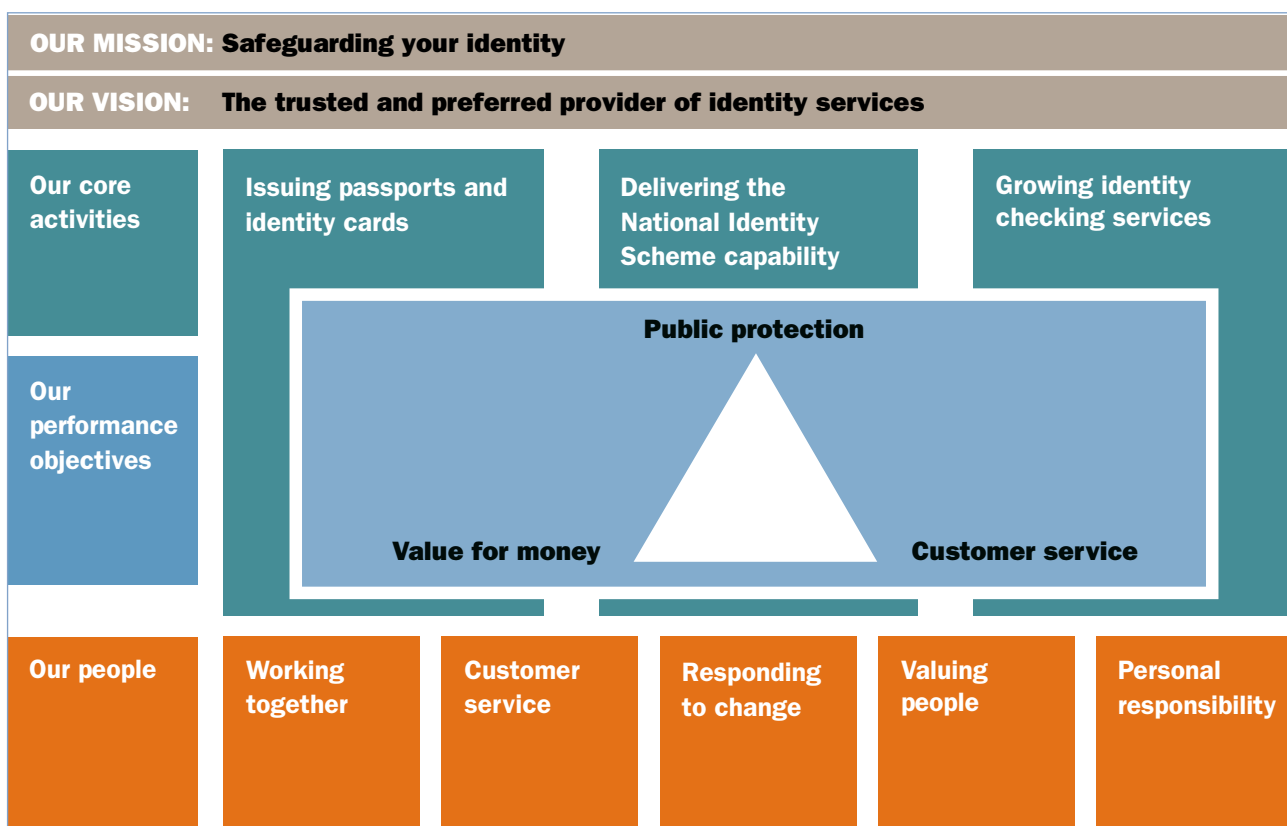
- customer service;
- personal responsibility;
- valuing people;
- responding to change; and

- working together.

Along with forming an integral part of our recruitment and selection criteria, the Valued Behaviours framework has been key to the development and successful implementation of our existing Race and Disability Equality Schemes and will play a major part in taking this combined or 'single' scheme forward across the Agency.

Strategic Objectives

The overall scope and objectives of IPS are summarised in the diagram below.



The IPS mission and vision are delivered by three core activities (issuing passports and ID cards; delivering the National Identity Scheme; and growing identity checking services) and managed through a balanced set of key performance objectives.

Our people underpin all our activity and the performance we achieve. The table below sets out the IPS performance objectives and associated diversity objectives.

IPS key performance objective	Key diversity objective
<p>Public protection</p> <p>We aim to protect the public by establishing the identity of customers with greater certainty and by issuing them with secure identity documents.</p>	<ul style="list-style-type: none"> ● Ensure that we do not unfairly discriminate when providing access to, and establishing identity through, interview and biographic footprint checks. ● Ensure that our decisions are objective and evidence based, using agreed and explicit criteria, which are free from prejudice, bias and stereotyping. ● Identity documents must be provided in a way that is accessible to all customers.
<p>Customer service</p> <p>We aim to be recognised as a leader in the public service for excellent customer service where our customers recognise and value the IPS role in safeguarding their identity.</p>	<ul style="list-style-type: none"> ● Engage with our diverse customers to understand their needs and expectations, and routinely monitor satisfaction by each equality strand, allowing the delivery of accessible, responsive and targeted services and products.
<p>Value for money</p> <p>We aim to demonstrate that everything we do is affordable and represents value for money.</p>	<ul style="list-style-type: none"> ● Engage with staff and customers to communicate the positive benefits to the business of embedding effective equality and diversity practice. ● Reflect the value for money impact of equality and diversity practice in monitoring reports and feedback.

In addition, the following specific management actions will contribute to the delivery of our mission.

<p>Risk management</p> <p>Increasingly sophisticated attempts to obtain passports fraudulently require even more investment in counter-fraud measures which might adversely affect service levels to the public.</p>	<ul style="list-style-type: none"> ● Embed equality and diversity into all risk audit and business continuity planning through the application of thorough Equality Impact Assessments. ● Communicate in an accessible, timely and diversity-conscious way with staff and customers.
<p>Management actions</p> <p>We are investing increased resources in both pre- and post-issue fraud management, and are working closely with other agencies to keep pace with new sources and types of fraud.</p>	<ul style="list-style-type: none"> ● Make appropriate training and development activities accessible to all staff, utilising positive action initiatives where necessary. ● Manage the commissioner/supplier relationship in a way that reflects internal equality and diversity standards. ● Embed equality and diversity in all market research activities.

Action to meet the general duties

The implementation of the action plans published as part of the Race and Disability Equality Schemes is under way and some progress has been made. The paragraphs below list the headline activities for each of the schemes, together with the priorities for actions to meet the general duty for gender. Detailed action plans for each are set out in Annex B.

Race

- Learning and Awareness Strategy – the strategy sets the standards for IPS equality and diversity

learning and development activities, including an e-learning diversity awareness package which has been rolled out to all staff. Cultural awareness training sessions for security staff are being conducted using in-house resources. Equality Impact Assessment (EIA) guidance and training is being rolled out to all offices.

- Development Plus – the scheme is a positive action learning and development programme designed for female and minority ethnic staff across the Home Office and its Agencies. The aim of the programme is to enable participants to increase their

skills and gain confidence in their own capability and potential as leaders and managers, so that they can reach their full potential and compete more effectively for promotion. The programme is open to staff in the target groups indicated, including those who are already on, or applying for, other development programmes, such as the Intensive Development Programme.

- Leaders UnLtd – the programme is a new corporate leadership development scheme designed specifically for talented people in groups currently under-represented in the Senior Civil Service. Leaders UnLtd is open to Grade 6/7 UK civil servants who are women, or have a disability, or are from minority ethnic backgrounds. The scheme seeks to equip participants with the leadership skills they need to prepare for entry to the SCS. Leaders UnLtd is for staff in the above groups who can demonstrate that they have the potential not only to make a difference but also to help transform the future leadership of a world-class Civil Service.

Disability

- Learning and Awareness Strategy – the strategy sets out how IPS will raise awareness, facilitate understanding, manage individual

expectations and provide tools for managers to promote and use best practice, particularly with reference to people with disabilities.

- Working Together – Welcoming People with a Disability – the booklet provides information on disability and the law and gives practical advice on measures for staff and customers with a disability.
- Diversity Week – in 2006 the Diversity Week theme was focused on disability. An anonymous questionnaire, which attracted 130 responses, identified what respondents considered to be the key factors in unlocking the potential of staff with disabilities. A significant finding was that line-manager support was rated as very important and there was a perception that management assumptions about the ability and ambition of staff with disabilities was a limiting factor.
- Disability Bursary Scheme – IPS sponsors staff in the scheme, which provides access to additional funding for training and development for staff with a disability, together with mentoring.
- Employee Assistance Programme – the programme offers

confidential, 24-hour personal support to staff, together with on-site occupational health advisers.

- Specialist IT – a bespoke system has been developed to supply specialist IT to staff with disabilities who need it and to cut waiting times for appropriate equipment by two-thirds.
- Compliance assessment of new premises – ongoing involvement of people with disabilities in compliance-checking new office infrastructure, using the ‘model office’.
- Leaders UnLtd – positive action measures are in place for staff with disabilities through this programme which is described under ‘Race’ above.

Gender

- Equal pay – verification work will be undertaken to ensure that IPS does not interpret central pay policy in a way that inadvertently causes a gender pay gap.
- Gender segregation – work will be undertaken to address the gender imbalances at different levels of IPS staffing. This will entail a fundamental review of recruitment processes.
- Single-sex services – IPS does not envisage a need for single-

sex services, although we recognise that issues of religious and cultural differences may result in a differential impact of our service delivery on men and women of particular groups. Monitoring of this area will be refined and continued.

- Harassment – work will be undertaken to ensure that men and women are equally able to work in an environment free from gender-specific harassment, discrimination or bullying.
- Positive action measures – these are already in place for female staff through the Development Plus scheme and through the Leaders UnLtd programme, which are both described under ‘Race’ above.
- Work/life balance – current practices and the take-up of existing work/life balance initiatives will be reviewed to ensure that all staff are able to meet their caring responsibilities, in accordance with new legislation and best employment practice.
- Consultation – IPS has been involved in a consultation on best practice for monitoring gender identity. The outcome recommended that the most appropriate approach is an independent staff survey. The

consultation also resulted in the development of a self-assessment tool for qualitative organisational assessment.

- Transsexual staff and customers – we will review all procedures in the light of the the Sex Discrimination Act (Gender Reassignment Regulations) 1999 and Gender Recognition Act 2004, to ensure that we provide a non-discriminatory and discreet environment for both transsexual staff and customers.

Other equality strands

- We will continue to encourage staff to declare confidential information about sexual orientation and religion or belief, in order to ensure that our practices are, and are perceived to be, non-discriminatory.
- The testing of verification by interview procedures and the infrastructure of the ION for different religious groups has been conducted, and issues, such as the wearing of the veil at interview, have been resolved.
- IPS has published *A Brief Guide to Major Religious and Cultural Observance in the UK*, which gives information on the 11 most observed religions or cultures in the UK. The information in the guide is intended to be used as a management tool to assist managers considering applications for leave for religious or cultural occasions or when scheduling meetings or other events. A Working Together booklet, *Belief Systems*, is also available on the staff intranet. This is an information guide to the different belief systems in the world and includes an outline of the key beliefs of each faith, its festivals and holy days, dress codes and dietary rules.
- The Peterborough, Liverpool and London offices have prayer room facilities available to staff. Separate facilities are available for men and women in both Peterborough and London. While these initiatives are about religion or belief, their impact on BME staff is particularly significant. Other offices, such as Durham, have 'quiet room' facilities for the use of staff.
- We have engaged with the Home Office Islamic Network (HOIN), which aims to foster links with key community organisations, to gain a better understanding of Islam, to provide advice to staff and policy makers and to promote the welfare and development of staff.
- We will undertake a review of all employment and reward policies to ensure that we remain compliant with age legislation requirements.

Monitoring and evaluation

Procedures

We continue to collect and analyse a range of information about IPS employees, customers and partners. This information is crucial in order to provide accurate information to the leadership team about the impacts of our policies and whether we are meeting Home Office and Cabinet Office targets.

Information	Utility
Quarterly and annual employment monitoring data	Statistical data about all aspects of employment within IPS, disaggregated by gender, ethnicity, disability, age and grade. This allows us to identify areas for improvement, trends, and areas of best practice that can be extended across other policies. It also allows us to monitor the success of new policies.
Bi-annual staff survey	Seeks the views of staff on IPS as an employer and on the broader impact of our policies and procedures. Information is disaggregated by gender, ethnicity, disability, age, religion, sexual orientation and grade.
Customer surveys	Measure customer confidence in our passport service.
Mystery shopper	Tests customer service procedures throughout the IPS offices.
Partners/suppliers	Procedures being implemented to collect and collate equality and diversity data from partners and suppliers, in order to ensure that they meet at least the minimum standards acceptable to IPS.

Review

The Race Equality Scheme

The first Race Equality Scheme (RES) was published by the then UKPS in May 2002. In accordance with statutory requirements, a full review was conducted in 2005 and a revised scheme was published, drawing together the progress made and the emerging further work needed as UKPS moved to become IPS, with its broader remit for identity verification.

Although IPS is required to review and report on progress made annually, the next full, formal review of the RES is due in 2008. This Single Equality Scheme, however, incorporates an interim review of the RES and this document supersedes the 2005 document.

The next formal review and re-publication of the RES will, therefore, take place under the joint review planned for this document in early 2010.

The Disability Equality Scheme

IPS published its first Disability Equality Scheme (DES) to meet the statutory deadline in December 2006. The actions published in that document have not been reviewed in producing this Single Equality Scheme, but have been translated into the action plans included in this publication.

IPS is required to review and report on its progress annually. The next full review and re-publication of the DES will take place as part of the first full review of this Single Equality Scheme in early 2010.

The Gender Equality Scheme

The specific actions concerning gender equality that are detailed in this document comprise the first IPS Gender Equality Scheme (GES), published in accordance with Home Office direction.

IPS is required to review and report on its progress annually. The first full, formal review of the GES will take place as part of the first full review and re-publication of this Single Equality Scheme in early 2010.

These deadlines remain subject to change resulting from further amendments to equality legislation and/or the incorporation of further diversity equality duties in due course.

Reporting

In addition to the duty to review the Single Equality Scheme annually and re-publish every three years, general information is required by the Home Office on a quarterly basis. This information will be provided through a self-assessment report, submitted by the Head of Equality and Diversity. Information to inform this

report will be sought from business area representatives and will include the need to provide updates against the action plan published as part of this Single Equality Scheme.

Equality Impact Assessments

A commitment to, and sound procedures for, a comprehensive programme of Equality Impact Assessments (EIAs) across IPS is the fundamental, most important step towards equality and diversity excellence. This programme must be supported by training for any staff who are likely to be involved in conducting screenings and/or assessments.

The commitment to the EIA programme was stated at the time of the publication of the initial Race

Equality Scheme and reiterated in its review in 2005 and in the publication of the Disability Equality Scheme in December 2006. The restructuring of UKPS to form IPS caused delays in the implementation of the prioritised EIA programme, but training is now being rolled out and the process is under way.

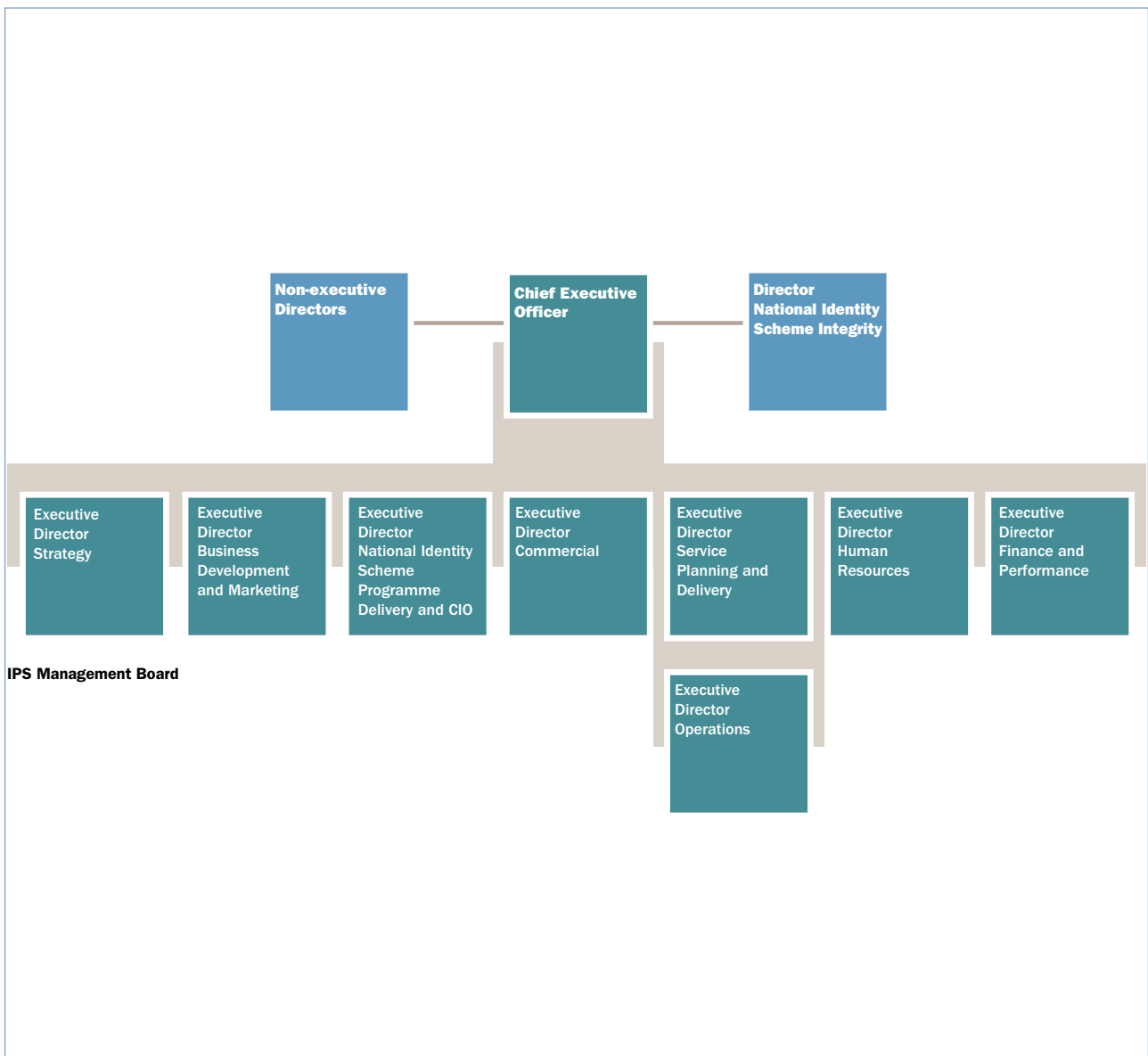
From the outset, IPS has committed to conducting EIAs that take into consideration all equality strands. Our programme of EIAs will, therefore, include screening for discriminatory practices around age, sexual orientation and religion or belief, as well as for the mandated areas of race, disability, gender identity and gender. The prioritised EIA programme is shown in the table below.

Functional area	Policy
Strategy	
Policy/data protection	Draft letters in complex cases
	Support personal attendance
	Ensuring compliance with Data Protection Act 1998, Human Rights Act 1998 and Freedom of Information Act, 2000
Commercial	
Procurement	Legal compliance in both EU and UK
	IPS procurement policy
	Standard Terms and Conditions CDPCGSA1
Contract management	Supplier/contract management

Functional area	Policy
NIS Programme Delivery and CIO	
Projects and programmes	Transition planning and process design for implementation of the Home Office ID Card Programme
	Introduction of interviews for adult first-time passport applicants
	Development of biometric enrolment processes for passport and/or ID card purposes
Business Development and Marketing	
Marketing and communications	Market research with customers, potential customers and staff
	Managing the Business Development Advisory Group website content
	Internal communications including core brief, issues, road shows, conferences and intranet development
	Marketing, publicity and advertising campaigns
	Events
Finance and Performance	
Estates	Management of the estates budget
	Ensuring compliance with legal requirements
	Twice yearly audits with regional offices
	Customer satisfaction surveys
Service Planning and Delivery	
Operations	Development of quality management in passport-issuing process
	Complaints monitoring
	Managing Brightsparks and green issues
Security/Fraud Investigation Unit	Security clearance for all staff
	Sampling of applications
	VIP passport service
	Fraud investigation
Human Resources	
HR strategy and business change	IPS People Strategy
	HR Functional Strategy (three-year plan)
	HR business change business case

Functional area	Policy
Human Resources (cont.)	
	HR business change approach
Employee relations	Discipline
	Managing attendance
	Discrimination, harassment and bullying
	Grievance
	Capability
	Staff handbook
	Equality and diversity (E&D)
Resourcing	Recruitment and selection activities
	Security clearance for all staff
	Management of promotion boards
	Interchange and secondment programme
	Valued Behaviours
Learning and development	Sourcing cost-effective development solutions for staff
	Development of technology-based learning system
	Delivery of learning and development policy
	Delivery of training modules to support business needs
	Leadership and management development programme roll-out
Performance and reward	Annual staff appraisal scheme
	Job Evaluation Grading Support (JEGS) integrity and management
	Special bonus scheme management and development
	Operational management information in relation to Performance and Reward Strategy
	Performance and reward policy development underpinning policy/ process development
	Annual pay remit
	Implementation of annual pay reward
	Equal pay audit
	Change Agent Bonus Scheme
	Pay Right Initiative
HR operations	In-house customer sampling of HR services

Annex A: IPS organisational structure



Annex B: Equality duty action plans

GENERIC

Business area/owner	Outcome	Action	Co-ordinating instructions		
			Time frame	Monitoring	Other
EIAs for 1.1 All	Policies do not adversely impact on any sections of society	<ul style="list-style-type: none"> Undertake Equality Impact Assessments: <ul style="list-style-type: none"> – all existing policies – all new policies 	Complete high priority policy EIAs by end March 2008 Remainder by end 2008	Record of screening/full assessment to be held on file for each policy, in standard EIA proforma format Quarterly report of EIA completions to HR E&D Home Office diversity assessment report of progress required quarterly	Training for those conducting EIAs is being conducted Align process with development/review of policies to support integrated passport/ID card applications process
1.2 Service Planning and Delivery	Services are tailored to address specific local customer needs, where they exist	<ul style="list-style-type: none"> Research local community population data for each office Develop links with local organisations representing diverse groups 	Complete research by December 2007	Regular reviews to identify changing local population patterns Links with local representative groups to be regular and ongoing Consideration to be given to how to measure success	Local initiatives to be recorded and reported as part of review of this scheme

Business area/owner	Outcome	Action	Co-ordinating instructions		
			Time frame	Monitoring	Other
1.3 Service Planning and Delivery	A safe environment is provided for staff and customers	<ul style="list-style-type: none"> Conduct risk assessments of all offices Determine optimum frequency for risk reviews 	<p>Complete physical infrastructure audit by March 2008</p> <p>Complete risk assessments by March 2008</p>	<p>Local assessments to be reported to Estates and copies of reports held on file</p>	<p>Local action plans to be drawn up as necessary</p>
1.4 Strategy	Engaging with our diverse customers enables us to provide an equitable and continually improving service	<ul style="list-style-type: none"> Develop a customer engagement strategy that can assist the equality impact assessment of new services and innovations 	<p>Develop customer engagement strategy by March 2008</p>	<p>Publication of strategy and continuous review</p>	
1.5 Business Development and Marketing	Engaging with our diverse customers enables us to provide an equitable and continually improving service	<ul style="list-style-type: none"> Monitor, review and analyse effectiveness of channels of communication to different groups, and audit for discrimination Measure customer confidence by race, gender, gender identity, disability, age, religion or belief, and sexual orientation 	<p>Complete communication audit by December 2008</p> <p>Disaggregate customer satisfaction data for all diversity strands by September 2007</p> <p>Report progress to HR E&D July 2007 and thereafter quarterly</p>	<p>Publish revised documents on Exchange and/or website, as appropriate</p> <p>Home Office diversity assessment report of progress required quarterly</p>	<p>Record and report customer satisfaction trends</p>

Business area/owner	Outcome	Action	Co-ordinating instructions		
			Time frame	Monitoring	Other
1.6 All	Managers at all levels demonstrate effective leadership on equality and diversity	<ul style="list-style-type: none"> Diversity and equality goals are disseminated throughout IPS Diversity is mainstreamed into business plans Diversity and equality best practice is communicated across all areas 	July 2007 and thereafter quarterly	Home Office diversity assessment report of progress required quarterly	Report requires evidence of good practice and pro-active work
1.7 All	The potential of under-represented groups is developed to create a representative workforce at all levels	<ul style="list-style-type: none"> Positive action training initiatives are used to improve representation of under-represented groups Managers talent-spot staff from under-represented groups 	July 2007 and thereafter quarterly	Home Office diversity assessment report of progress required quarterly	Report requires evidence of good practice and pro-active work

Business area/owner	Outcome	Action	Co-ordinating instructions		
			Time frame	Monitoring	Other
1.8 All	A working environment is created where staff respect and value each other's diversity	<ul style="list-style-type: none"> Staff are given access to appropriate diversity training opportunities Complaints and grievances are dealt with quickly and appropriately and a full record is made Flexible working and work/life balance initiatives are made available to as many staff as possible 	July 2007 and thereafter quarterly	Home Office diversity assessment report of progress required quarterly	Report requires evidence of good practice and pro-active work
1.9 Business Development and Marketing	IPS continues to display the Charter Mark, indicating excellence in customer service	<ul style="list-style-type: none"> Work with appropriate local government networks and the community to develop an active presence in the local community 	Annual review	Charter Mark accreditation published on Exchange	Charter Mark used in all customer communications

Business area/owner	Outcome	Action	Co-ordinating instructions		
			Time frame	Monitoring	Other
1.10 Service Planning and Delivery	Customers and staff are provided with a safe and respectful environment	<ul style="list-style-type: none"> Ensure practices are culturally sensitive, but do not expose staff or customers to harm Carry out risk assessment and annual review of public counters Provide cultural awareness training for customer-facing staff 	<p>Roll out cultural awareness training to security staff by December 2007</p> <p>Complete risk assessments and annual review by April 2008</p> <p>Review customer service practices by April 2008</p>	<p>Risk assessments recorded in risk register</p> <p>Training evaluation recorded</p>	
1.11 Human Resources	IPS is viewed as an employer of choice	<ul style="list-style-type: none"> Establish and maintain robust employment monitoring systems and publish statistics annually 	<p>Publish quarterly and annual employment monitoring report in line with Home Office timetable</p>	<p>Provide annual lessons learnt to inform employment monitoring data capture</p>	<p>Benchmark IPS performance against other public sector/Home Office departments</p>

Business area/owner	Outcome	Action	Co-ordinating instructions		
			Time frame	Monitoring	Other
1.11 Human Resources (cont.)		<ul style="list-style-type: none"> Deliver a quality learning and development programme to meet individual and business needs, and audit the training process to check for bias or unfair discrimination Ensure implementation of Valued Behaviours is fair to all staff 		<p>Conduct routine learning and development evaluation for all learning events</p> <p>Review Valued Behaviours</p>	
1.12 Strategy	All staff are valued and excellence is recognised	<ul style="list-style-type: none"> Ensure that all staff are eligible to participate in the Celebrating Success schemes 	Conduct annual Celebrating Success event and review results by diversity strand	Monitor and record data for Celebrating Success	

Business area/owner	Outcome	Action	Co-ordinating instructions		
			Time frame	Monitoring	Other
1.13 Strategy	All staff have an equal opportunity to contribute to continuous business improvement	<ul style="list-style-type: none"> Ensure that all staff are eligible to participate in the Brightsparks scheme Review the Brightsparks scheme in conjunction with IdeasUK to understand the diversity challenges 	Conduct review of Brightsparks in conjunction with IdeasUK	Monitor and record data for Brightsparks	
1.14 Human Resources/Resourcing	The best people are recruited to IPS	<ul style="list-style-type: none"> Audit recruitment process to identify/eliminate any bias 	Complete audit of recruiting process by March 2008	Monitor success of different media approaches	
1.15 Strategy	Home Office policies on environmental issues are implemented	<ul style="list-style-type: none"> Review current Greening Policy to ensure compliance with diversity requirements 	December 2007	Publish policy review	
1.16 Commercial	Partners, contractors and suppliers meet similarly high standards in the area of equality and diversity	<ul style="list-style-type: none"> Ensure partners and other service providers are aware of IPS's responsibilities Establish and maintain robust monitoring arrangements 	Ongoing need for all new contractors to be equality assessed against IPS standards	Formal recording of contractor equality data on relevant files	Annual check of continuing commitment of partner organisations

Business area/owner	Outcome	Action	Co-ordinating instructions		
			Time frame	Monitoring	Other
1.17 Private Office	Policies, advice and recommendations do not adversely impact on any section of society	<ul style="list-style-type: none"> Consider impact on diverse groups before submitting responses or advice to ministers 	All responses to ministers to meet deadlines	Monitor submissions and advice	
1.18 Strategy	IPS remains legally compliant	<ul style="list-style-type: none"> Present corporate information in a way that demonstrates an awareness of IPS's legal responsibilities Conduct risk assessments and raise awareness of risk practices 	Complete risk assessments by March 2008	Compile and review risk register	

RACE

Business area/owner	Outcome	Action	Co-ordinating instructions		
			Time frame	Monitoring	Other
<p>2.1 Business Development and Marketing</p>	<p>IPS is better able to address the needs of BME customers and staff</p>	<ul style="list-style-type: none"> Develop links with local organisations representing diverse ethnic groups Consult with BME communities to design appropriate systems and processes 	<p>Ongoing</p>	<p>Records of consultation to be maintained on file</p>	<p>Monitor service improvement and satisfaction ratings</p>
<p>2.2 NIS Programme Delivery and CIO</p>	<p>The new identity verification processes take into account the needs of all racial groups</p>	<ul style="list-style-type: none"> Conduct full testing of ION infrastructure to ensure that there is no adverse treatment of BME groups Conduct testing to ensure technology and processes do not cause variation in the service offered to different racial groups 	<p>Complete technical testing by March 2008 Complete infrastructure testing by March 2008</p>	<p>Customer satisfaction surveys Customer consultation</p>	

Business area/owner	Outcome	Action	Co-ordinating instructions		
			Time frame	Monitoring	Other
2.3 Business Development	Research requests are sensitive to the race equality policy	<ul style="list-style-type: none"> Conduct analytical research to support the Integrated Change Programme 	Complete research by March 2008	Research published	
2.4 Human Resources	Home Office targets for BME representation are achieved	<ul style="list-style-type: none"> Take steps to improve representation of BME staff at SCS grades to meet Home Office targets 	Target date is 2008	Review achievement through quarterly and annual employment monitoring data	Consider positive action initiatives to assist in meeting target

DISABILITY

Business area	Outcome	Action	Co-ordinating instructions		
			Time frame	Monitoring	Other
3.1 Finance and Performance	Our estates are fully accessible to staff and customers with disabilities	<ul style="list-style-type: none"> Involve customers and staff with disabilities in improving access to premises Conduct audit of IPS premises Critically assess potential new premises Develop a policy that ensures disability equality in workplace and public premises design 	December 2008	Involve staff and customers with disabilities in review through regular consultation	Record all outcomes with specific reference to compliance with disability best practice

Business area	Outcome	Action	Co-ordinating instructions		
			Time frame	Monitoring	Other
3.2 Business Development and Marketing	IPS conducts identity management, authentication and verification in ways that are free from disability discrimination and are beneficial to the Government, public and UK society	<ul style="list-style-type: none"> Ensure that our procedures for safeguarding identity are rigorous and non-discriminatory Develop a strategy for improving facilities for customers by involving organisations representing people with a disability 	December 2008	Involve staff and customers with disabilities in review through regular consultation	Record all outcomes with specific reference to compliance with disability best practice
3.3 NIS Programme Delivery and CIO	New ways of working and use of technology do not discriminate on grounds of disability	<ul style="list-style-type: none"> Develop partnerships with communities and specialist disability organisations to take forward customer stakeholder panels in developing new initiatives 	December 2008	Involve staff and customers with disabilities in review through regular consultation	Record all outcomes with specific reference to compliance with disability best practice

Business area	Outcome	Action	Co-ordinating instructions		
			Time frame	Monitoring	Other
3.4 Business Development and Marketing	All IPS communications comply with disability best practice	<ul style="list-style-type: none"> Ensure communication strategies have due regard to the specific duties under the Disability Discrimination Act 2005 Review all communications to comply with the need to promote positive attitudes towards disabled people 	June 2008	Involve staff and customers with disabilities in review through regular consultation	Record all outcomes with specific reference to compliance with disability best practice
3.5 Human Resources	Home Office targets for representation of staff with a disability are achieved	<ul style="list-style-type: none"> Take steps to improve representation of SCS staff with a disability to 3.2% 	Target date is 2008	Review achievement through quarterly and annual employment monitoring data	Consider positive action initiatives to assist in meeting targets
3.6 Service Planning and Delivery	IPS sets the example for best practice in identity management across government	<ul style="list-style-type: none"> Audit our services, premises and systems to ensure that we provide a level of customer service that meets Disability Discrimination Act 2005 requirements. This includes ensuring that information is equally accessible to all sections of society 	December 2008	Involve staff and customers with disabilities in review through regular consultation	Record all outcomes with specific reference to compliance with disability best practice

Business area	Outcome	Action	Co-ordinating instructions		
			Time frame	Monitoring	Other
3.7 Human Resources	Corporate information is presented in a way that demonstrates an awareness of IPS's responsibilities under disability legislation	<ul style="list-style-type: none"> • Publish an annual employment monitoring report which clearly shows disability data, to inform further action • Review the processes for the preparation and distribution of documentation • Use the E&D Communication Strategy to support line managers of staff with disabilities 	March 2008	Include lessons learnt exercise at each year-end monitoring period	<p>Consult with staff and customers with disabilities in order to refine communication strategy</p> <p>Refine data capture and analysis to address gaps in information</p>

GENDER

Business area	Outcome	Action	Co-ordinating instructions		
			Time frame	Monitoring	Other
<p>4.1 Service Delivery and Planning</p>	<p>A safe environment is available for male and female customers and staff</p>	<ul style="list-style-type: none"> Ensure that male and female customers and staff do not suffer disadvantage as a result of service delivery policies or environment Ensure that procedures are in place to deal with threatening or abusive situations involving male and female customers and staff 	<p>April 2008</p>	<p>Customer survey, customer complaints and mystery shopper feedback Staff survey</p>	<p>Review staff training as necessary</p>
<p>4.2 Service Delivery and Planning</p>	<p>Transsexual and transgender customers do not experience discriminatory or unfair treatment by IPS or its partners</p>	<ul style="list-style-type: none"> Review all policies that could impact on transsexual and transgender customers Ensure legislation concerning disclosure of gender identity is complied with 	<p>March 2008</p>	<p>EIA process explicitly considers the policies in relation to transsexual and transgender customers and this work is recorded</p>	<p>Consider training for staff to raise awareness of the requirements for transsexual and transgender customers within IPS</p>

Business area	Outcome	Action	Co-ordinating instructions		
			Time frame	Monitoring	Other
4.3 Human Resources	Men and women have equal opportunity, from recruitment to progression, within IPS	<ul style="list-style-type: none"> Ensure that recruitment policies and practices do not discriminate unfairly against women or men Ensure that opportunities for development and progression within IPS are equitable for women and men Ensure that access to learning and development activities is equitable Identify where positive action measures are required to ensure that women and men are not under-represented within IPS 	September 2008	Review employment monitoring reports and identify trends	Review the necessity for positive action initiatives to address gender imbalance

Business area	Outcome	Action	Co-ordinating instructions		
			Time frame	Monitoring	Other
4.4 Human Resources/ Performance and Reward	Any pay gap within IPS is identified and addressed	<ul style="list-style-type: none"> Conduct an equal pay audit Write an equal pay policy Address any pay gap 	April 2008	Publish results of equal pay audit Annual review	
4.5 Human Resources	Women and men have equal access to work/life balance opportunities	<ul style="list-style-type: none"> Encourage greater take-up of flexible working initiatives by male and senior employees 	April 2008	Record take-up of work/life balance initiatives by gender and map trends	Consider additional targeted publicity for specific work/life balance initiatives
4.6 Human Resources	Transsexual and transgender staff do not experience discriminatory or unfair treatment within IPS	<ul style="list-style-type: none"> Review all employment policies that could impact on transsexual and transgender staff Ensure legislation concerning disclosure of gender identity is complied with 	March 2008	EIA process explicitly considers the employment policies in relation to transsexual and transgender staff and this work is recorded	Consider training for staff to raise awareness of the requirements for transsexual and transgender staff within IPS

Business area	Outcome	Action	Co-ordinating instructions		
			Time frame	Monitoring	Other
4.7 Human Resources	Home Office targets for representation of women in SCS are met	<ul style="list-style-type: none"> 40% of the SCS to be women 30% of top management posts to be filled by women 	Target is 2008	Review achievement through quarterly and annual employment monitoring data	Consider positive action initiatives to assist in meeting targets