

**Select Committee on the Environment – 8<sup>th</sup> March 2007**

**Report of the Director of Finance**

**Directorate of Finance, ICT and Procurement Equality and Diversity Action Plan 2007/08**

**Purpose of Report**

1. To consider the annual equality and diversity action plan for 2007/08 for the Directorate of Finance, ICT and Procurement.

**Background**

2. The Council's Equality and Diversity Policy requires all Directorates to produce an equality and diversity action plan annually.
3. The directorate action plan will be presented for scrutiny in two parts. The first part - the action plan itself - is required to be presented to Select Committee before 31<sup>st</sup> March and covers:
  - Relationship with other plans
  - Vision and values
  - Key issues and targets
  - Action plan summary
4. The second part is the annual report which will be presented for scrutiny to the first meeting of the select committee in the new municipal year. The annual report will cover achievements against the previous year's action plan targets.
5. Overview and scrutiny of corporate equality and diversity issues is included in the terms of reference of the Select Committee on Regeneration, Culture and Adult Education. Select committee chairmen have agreed that scrutiny of individual directorate's action plans be split up amongst the five committees.
6. This draft action plan has been considered by the directorate management team. Following scrutiny it will be approved by the appropriate Cabinet Member before publication.

**Finance**

7. Any costs associated with implementing the action plan will be met from within existing budgets.

## **Law**

8. The Race Relations (Amendment) Act 2000 replaces Section 71 of the Race Relations Act 1976 with a general duty on public authorities to work towards the elimination of unlawful discrimination and promote equality of opportunity and good relations between persons of different racial groups.
9. The Disability Discrimination Act 1995 makes it unlawful to discriminate against disabled people in connection with employment, the provision of goods, facilities and services and the disposal or management of premises. The Disability Discrimination Act 2005 has extended this Act with a duty on public authorities to promote disability equality.
10. The Sex Discrimination Act 1975 renders unlawful certain kinds of sex discrimination. In particular, Section 29 makes it unlawful for the Council, in providing facilities or services (such as those arising pursuant to the statutory functions of the Council), to discriminate against any person seeking to obtain or use those facilities or services on the ground of gender. A new duty on public authorities to promote gender equality under the Equality Act 2006 comes into force on 6<sup>th</sup> April 2007.
11. Under Section 111 of the Local Government Act 1972 the Council is empowered to do anything which is calculated to facilitate, or is conducive to, or incidental to the discharge of its functions.

## **Equality Impact**

12. The plan sets out proposed actions for promoting equality and diversity led by the Directorate of Finance, ICT and Procurement during 2007/08. Performance indicators or outcomes are identified against targets so that progress in achieving the action plan can be monitored and reviewed.

## **Recommendation**

13. That the Select Committee considers and comments on the Directorate of Finance, ICT and Procurement's equality and diversity action plan for 2007/08.



.....  
**Mike Williams**  
**Director of Finance**

Contact Officer: Menna Flavell, Directorate of Finance, ICT and Procurement  
Telephone: 01384 814807  
Email: [menna.flavell@dudley.gov.uk](mailto:menna.flavell@dudley.gov.uk)

## **List of Background Papers**

Guidance for the preparation of directorates' equality and diversity action plans and annual reports (December 2006)

## **Directorate of Finance, ICT and Procurement**

### **Annual Equality and Diversity Action Plan 2007/08**

#### **1.0 Introduction / purpose of plan**

1.1 This Action Plan sets out the Finance Directorate's objectives for implementing the Council's Equality and Diversity Policy and Equality Scheme in relation to its responsibilities, service areas and employment practices during 2007-08. The plan is submitted to the Select Committee on the Environment before approval by the Cabinet Member for Finance.

1.2 The review of the directorate's achievements against the targets set in the 2006/07 Action Plan, along with key facts and workforce and recruitment profiles, will be included in the Annual Report, produced after the end of the financial year and reported to the Select Committee on the Environment at its first meeting of the 2007/08 municipal year.

1.3 In accordance with the standard corporate format for Equality and Diversity Action Plans, this plan contains:

- An explanation of its relationship with other plans
- The directorate's equality and diversity vision and values
- Key issues and targets for the plan
- The action plan summary

1.4 Consultation on the Plan was undertaken with community representatives and service users (members of the Benefits Customer Focus Group), and the Plan has been considered by the Finance directorate management team.

1.5 Progress in achieving the targets set in the Plan will be reported quarterly to the Directorate Management Team. Any issues regarding performance will be addressed and followed up as part of the directorate's performance management process. Progress in achieving the targets set in this action plan will be reported to the appropriate Select Committee early in the 2007/08 municipal year.

#### **2.0 Relationship with other plans**

2.1 The objectives and targets in this action plan relate and contribute, where relevant, to the Dudley Community Strategy, where the overall vision is for stronger communities to be delivered through five key themes:

- Creating a prosperous borough

- Promoting a sense of well being and good health for everyone
- Celebrating our heritage and local cultural life
- Safeguarding and improving the environment
- Promoting individual and community learning

2.2 The objectives and targets also relate and contribute, where relevant, to the Council Plan, the six themes of which are:

- Caring Matters
- Environment Matters
- Learning Matters
- Regeneration Matters
- Safety Matters
- Quality Services Matter

2.3 The Council Plan provides the strategic context for all service delivery by the Council, embodying the values of Leadership, Integrity, Good Stewardship, Democracy, Empowerment, Inclusion, Partnerships and Fairness. Directorate Strategic Plans set out how Council aims will be delivered in more detail.

2.4 The Council's approach to equality is set out in its [Equality and Diversity Policy](#), and the Equality Scheme. The Scheme, combining the three equality strands of Disability, Gender and Race, provides the three year equality strategy and action plan for the Council (the Disability Equality Scheme was published in December 2006 to meet the requirements of the Disability Discrimination Act 2005; a revised Race Equality Scheme and a Gender Equality Scheme will be published in April 2007, meeting the needs of the Race Relations (Amendment) Act 2000 and the Equality Act 2006 respectively).

2.5 This Equality and Diversity Action Plan will form part of the Finance Directorate's overall Strategic Plan for 2007/08.

### **3.0 Vision and Values**

#### Context

3.1 The Finance Directorate provides direct services to the public as well as support services to other directorates, as follows:

- Benefit Services Division administers and pays Housing and Council Tax Benefit to over 30,000 households in the borough (amounting to over £70m)
- Revenue Services collects Council Tax from all borough households (approx. 130,000) and Business Rates (approx. 10,000 local businesses)
- The four remaining divisions (Audit, Financial, Information & Communication Technology (ICT) and Purchasing and Payment Services) provide support services to the other directorates of the Council.

3.2 The directorate employs just over 600 staff, with a gender composition of 39% male and 61% female. Just over 7% of employees are from an ethnic minority background, while 1.25% of employees have stated they have a disability.

### Vision and Values

- 3.3 The Directorate's main aims, while promoting equality of opportunity for customers and employees, are to:
- Provide good services to its customers
  - Promote good stewardship of public funds
  - Support the Council's objectives
  - Provide good employee management
- 3.4 The Directorate supports the Council's [Equality and Diversity Policy](#) and takes action to implement that policy, both as an employer and service provider. This commitment is reinforced in the Directorate's overall statement of [Vision and Values](#) (Philosophy and Policies) and more specifically in its [Equality and Diversity Policy and Procedure](#) (Appendix 1), which outlines how the Directorate discharges its responsibilities to **employees** (in recruitment, employment and training) and to **customers** (access to services).
- 3.5 Senior management in the directorate (including divisional heads) are responsible for ensuring that the Council's Equality and Diversity Policy is promoted, both in employment and service delivery. A principal officer is responsible for the overall coordination of equality and diversity issues, communicating key issues to employees, updating policies and targets and monitoring progress.
- 3.6 The directorate has established a People Management Action Plan, which reflects the corporate People Management Strategy. The Plan contains objectives and targets for performance management, learning and development, flexible working and change management, recruitment, retention and diversity as well as health and well being. One of the key aims of the Plan is to ensure that all employees are treated fairly and are given every opportunity to develop and succeed in their work.
- ### Inspections and Reviews
- 3.7 During 2006/07, the Directorate was subject to various external inspections and reviews (Benefits Fraud Inspectorate (BFI) of Benefit Services; Investor in People re-accreditation and the Comprehensive Performance Review (CPA) Use of Resources). All these resulted in good scores and positive reports about the service areas inspected, along with some recommendations for further improvements. These will be addressed in 2007.
- 3.8 The Directorate also realised its aim of achieving the Charter Mark in each division, and is planning to consolidate this achievement in 2007/08 with an overall directorate Charter Mark.
- 3.9 In 2006/07, under the Race Equality Scheme, the Directorate updated the service review of ICT Services. It also undertook screening reviews of all services for relevance to the duties to promote race, disability and gender equality, in preparation for conducting equality impact assessments in 2007/08. The original plan to carry out an update to the race equality service review of Council Tax and Business Rates in 2006/07 has been postponed in favour of a full equality impact assessment in 2007/08, along with Benefit Services.

## 4.0 Key Issues and Targets for 2007/08

- 4.1 The Equality Scheme identifies the key issues and challenges across the Council for the next three years. It should be noted that within the Equality Scheme the Gender Equality elements are currently being developed in time to meet the statutory deadline for the publication of a Gender Equality Scheme of 30<sup>th</sup> April 2007. The Race Equality Scheme is also being redrafted in order to incorporate this within the overall Equality Scheme. This directorate action plan therefore largely reflects the actions in the Disability Equality Scheme published in December 2006 (developed with the involvement of disabled customers and employees), covering general equality and disability equality actions. Future directorate action plans will be able to reflect the Equality Scheme in full.
- 4.2 Particular priority has been assigned to progressing work through the corporate Equality and Diversity Advisory Group in the following areas:
- Developing clearer targets and desired outcomes
  - Improving communications around what we do and why, externally and internally, and celebrating success
  - Improving approaches to consultation
  - Identifying the equality and diversity competencies required for managers and employees.
- 4.3 From April 2007 there will be a need to undertake equality impact assessments on services identified as part of an ongoing programme for the future. Further work will be undertaken on the Equality Scheme to integrate further equality strands, and we will be responding to these.
- 4.4 It is the Council's intention to progress with the Equality Standard for Local Government, and we will support action plans put in place to achieve the levels required. The Council is currently awaiting guidance from the IDeA.
- 4.5 The Council is endeavouring to improve customer access to services through Dudley Council Plus. We will support this initiative, whether through transfer of services or practical support e.g. technology. We will also continue to review our existing customer access to services to ensure they meet our customers' needs.
- 4.6 Following the implementation of the PS Enterprise HR and Payroll system, we have supported the process of exploiting the system's capabilities (e.g. training and recruitment modules and reporting capability) and will continue to do so for a defined period. Employee personal data held on the system will be regularly validated and updated, through the support provided by ICT Services. The existence of more reliable data will allow improved and more comprehensive monitoring of employee data, allowing the Council to respond to employee needs in accordance with the Corporate People Management Strategy
- 4.7 Contribute to reducing poverty and social exclusion in the borough  
Benefit Services has produced a benefit take-up strategy, which will be used in 2007/08 to provide improved targeting of campaigns on under-claiming sections of the community. Improving benefit take-up demonstrates action on poverty and social exclusion, with the longer term aim of reducing pressure on other key

services. Links are also being made to the work on the Local Area Agreements (LAA) and the Link Age initiative. Revenue Services promotes council tax discounts, which can benefit people with disabilities.

4.8 Manage staffing resources fairly and equally

As part of our People Management Strategy, we aim to ensure that all staff participate in an annual Performance Review and Development (PRD) meeting with their manager, ensuring their learning and development needs are identified and addressed. We also monitor the composition of the workforce and recruitment candidates to ensure that the fairness of our employment processes is maintained.

4.9 Contribute to making effective use of Information, Communication and Technology (ICT) resources throughout the Council.

In our support role to other directorates, we aim to provide ICT services to help achieve better delivery of services and information to customers so they have more choice and control. Up to date ICT gives service directorates better information on which to base decisions and work more effectively with partners. It can also provide opportunities for more flexible working for employees.

4.10 Promote equality issues in procurement

Following the development of corporate guidelines on promoting equality through procurement activity there is a need to raise awareness of good practice through training of employees and project teams involved in procurement. The corporate lead for this is Law and Property, however the Finance directorate will work closely with colleagues throughout the Council in providing support and advice on a day to day basis.

## 5.0 Action Plan

5.1 The action plan is set out in Appendix 2. A new template has been adopted for the 2007/08 action plans to allow for consistency in planning and performance management arrangements with other strategic planning in the Council, particularly the Council Plan and directorate strategic plans,

**Contact Officer:** Menna Flavell, Corporate Finance, Directorate of Finance, ICT and Procurement, Council House, Priory Road, Dudley, DY1 1HF

**Telephone:** 01384 814807

**E-mail:** [menna.flavell@dudley.gov.uk](mailto:menna.flavell@dudley.gov.uk)

**Date:** 30 January 2007

## **Directorate of Finance, ICT and Procurement**

# **Equality and Diversity Policy and Procedure**

### **Policy Statement**

The overall aim of the Council's Equality and Diversity Policy is to eliminate unlawful discrimination, promote equality of opportunity and promote good relations between people of different backgrounds. This is reflected in the Council's employment policies and practices, in its services and in its engagement with partners and with the communities of the borough.

The Council aims to ensure that no job applicants, employees, residents or service users receive less favourable treatment on any grounds, which cannot be shown to be justified. These include race, colour, nationality, ethnic or national origin, religious beliefs, gender, marital status, responsibility for children or other dependants, disability, sexual orientation, transsexuality, age, trade union or political activities, social class, where the person lives or spent convictions. The Council recognises that discrimination may occur on more than one ground at the same time.

The Directorate of Finance, ICT and Procurement supports the Council's commitment to equality and diversity, both as an employer and as a service provider.

To this end, we will:

- **Take action to address any inequity and / or differential impact in all aspects of service delivery**
- **Engage in consultation with designated groups about our services**
- **Undertake self assessment and be subject to scrutiny and audit in equality and diversity matters**
- **Agree action plans, set targets and monitor progress across all service areas**
- **Allocate specific resources to equality work**
- **Undertake equality impact and needs assessments for our services**
- **Develop clear equality objectives for services in action plans and business plans**
- **Undertake equality monitoring in employment and service delivery and train staff in equality issues**

# Directorate of Finance, ICT and Procurement

## Equality and Diversity Policy and Procedure

### Procedure

#### 1.0 Meeting the Legal Requirements

- 1.1 The Council is required to meet its legal duties under the Race Relations Act 1976, the Race Relations (Amendment) Act 2000, the Sex Discrimination Act 1975, the Disability Discrimination Acts 1995 and 2005, the Human Rights Act 1998, the Equality act 2006 and any other legislation impacting on equal opportunities.
- 1.2 The Council has published an Equality Scheme, which summarises its approach to race, disability and gender equality across all services and in employment.
- 1.3 The Council has also adopted the **Equality Standard for Local Government** and aims to increase its level to Level 3 (subject to future developments with the standard).
- 1.3 **Guidance on equality legal requirements is available from the three equalities commissions (Racial Equality, Equal Opportunities and Disability Rights), the Commission for Equality and Human Rights, and from various government departments. Links to these and other useful sources can be found from within the Council's Equality and Diversity Intranet pages.**

#### 2.0 Responsibilities and Resources

- 2.1 The lead officer for equality and diversity in the directorate is the Head of Revenue and Benefit Services, who is a member of the directorate's Management Team.
- 2.2 Coordinating, reviewing, monitoring and reporting on equality and diversity initiatives in the directorate is undertaken by a Principal Officer, who represents the directorate on the corporate Equality and Diversity Advisory Group.
- 2.3 Divisions are responsible for undertaking equality impact and needs assessments for services in accordance with the Council's Equality Scheme.
- 2.4 All employees are responsible for complying with the principles of the Council's Equality and Diversity Policy and equality legislation.
- 2.5 The cost of meeting equality and diversity requirements is met from within the Council's resources.

#### 3.0 Action Planning and Annual Reports

- 3.1 An annual Equality and Diversity Action Plan setting out equality targets for the directorate for the next 12 months is submitted for scrutiny to Select Committee and is agreed by the Cabinet Member for Finance.

- 3.2 An Annual Report summarises progress in achieving targets set for the previous year. Progress in achieving the targets is reported to the directorate's Management Team every quarter as part of the directorate performance management process.
- 3.3 The Action Plan helps to inform the directorate Strategic and Business Planning process through identifying issues that each division needs to address in meeting the directorate's equality and diversity objectives, in both employment and service delivery.

## **4.0 Employment**

4.1 The Council's Equality and Diversity Policy states that no job applicant or employee receives less favourable treatment on any grounds which cannot be shown to be justified. This applies to recruitment and selection, training, promotion, transfers, pay and employee benefits, employee grievances and discipline procedures and all the terms and conditions of employment. The principles we follow with regard to employment are as follows:

### 4.2 Recruitment and Selection

- Job advertisements include positive action statements to encourage disadvantaged groups to apply.
- Interview panels are representative of the workforce and members are trained in recruitment and selection skills in accordance with Council policy.
- Staff recruitment is monitored to measure the range of applicants (by gender, ethnic origin, disability, age and grade) and their success in achieving the different stages of the recruitment process (shortlisting / appointment)
- The interview process is monitored to control the quality of the process.

### 4.3 Employment

- The workforce is monitored by gender, ethnic origin, disability and grade and the results reported to the directorate's Management Team
- Staff satisfaction surveys are undertaken and staff views and requests acted upon
- Flexible working arrangements are in operation e.g. part time, job share, flexible hours and term time working.
- Contact is maintained with staff on long term leave e.g. illness, maternity.
- Requests by disabled staff for support at work are dealt with on an individual basis and appropriate reasonable adjustments made
- Staff who leave the organisation are surveyed with regard to their reasons for leaving and the results reported to senior management

### 4.4 Training and Development

- The Directorate has Investor in People accreditation and aims to maintain the award.
- All staff receive an annual Performance Review and Development (PRD) interview, during which they can discuss their work performance and training and development needs with their line manager, and agree an action plan for the next 12 months.

- Staff are trained and developed in appropriate skills to help them do their jobs.
- Staff receive training in equality issues, e.g. disability and racism awareness.
- Training and development activity is monitored by gender, ethnic origin and disability

## **5.0 Service Delivery**

5.1 The Council's Equality and Diversity Policy states that services to all sections of the community will be appropriate, accessible and effective and will avoid discrimination and prejudice. Services to the public are mainly provided by Benefit Services (payment of Housing and Council Tax Benefit, Welfare Benefits advice by the Benefits Shop and free school meals), Revenue Services (collection of Council Tax and Business Rates). The principles we follow with regard to service delivery are as follows:

### **5.2 Equality Impact and Needs Assessment**

- Reviews of services and policies and impact assessments of proposed policies will be undertaken as required, in accordance with guidance published by the Council.

### **5.3 Communication and Information**

- Information for service users is provided on request in a variety of formats, including community languages, large print, Braille and cassette tape.
- A small pool of staff provides basic interpreting in a number of community languages and British Sign Language; for more complex issues and written translations, use is made of the Social Services Race Equality and Communications Service.

### **5.4 Customer Consultation and Service Monitoring**

- Consultation is carried out through Customer Focus Groups (which represent service users from different areas of the community) and surveys.
- Services are monitored to ensure that all sections of the community are receiving fair access and outcomes.
- Complaints are dealt with fairly in accordance with the Council's Customer Feedback Procedure.

5.5 The Finance Directorate has achieved the Charter Mark in all its divisions.

## **6.0 Support for Managers and Employees**

5.1 If you have any queries on any of the issues included in this Policy and Procedure, please contact Menna Flavell (Corporate Finance) on ext. 4807

5.2 The Council's [Equality and Diversity](#) Intranet site contains a range of useful information and links.

January 2007

## **Appendix 2**

### **Directorate of Finance, ICT and Procurement - Equality and Diversity Action Plan 2007/08**

#### **Key to abbreviations used on the following pages:**

EDAG – Equality and Diversity Advisory Group

HoICTS – Head of ICT Services

HoRBS – Head of Revenue and Benefit Services

PRD – Performance Review and Development procedure for employees

Directorate of Finance, ICT and Procurement - Equality and Diversity Action Plan 2007/08

Quality service matters				Action Plan 07/08		
Priority ES1		Develop clearer targets and outcomes (Equality Scheme)		Lead Directorate: Finance, ICT and Procurement		
ref	Critical Success Factors <i>( key actions/initiatives that support the desired outcomes)</i>	Timescales		Linkages with other plans	Lead officer	
		Start	Finish			
FES 1.1	Implement the new approach to equality impact assessments (EIA) within the directorate using the agreed guidelines for undertaking these assessments (ES1.2)	April 2007	March 2008	Equality Scheme Annual review of equality and diversity Finance Directorate Strategic Plan Finance Divisional Business Plans	M Flavell	
FES 1.2	Undertake full equality impact assessments (EIA) of the following services/policies during 2007/08: Benefit Services Revenue Services	April 2007	March 2008		M Flavell MN Williams (HoRBS)	
FES 1.3	Work with EDAG to review the approach to equality impact assessments (ES1.5)	March 2008	April 2008		M Flavell (as part of EDAG)	
FES 1.4	Support Corporate Personnel in entering employee personal data on to the personnel system by July 2007(ES1.14)	January 2007	July 2007		D Cook (HoICTS)	
Key Performance Indicators Measure		2006/07 result /forecasted outturn		Targets		
				2007/08	2008/09	2009/10
BV2a	Level of the Equality Standard (ES1.10)	2		3	3	
BV2b	Quality of the Authority's Race Equality Scheme and improvements resulting from its application	68%		74%	74%	
	% of directorate EIAs completed by April 2008	n/a		100%	100%	100%
Risk Register	02B/06/1567 Failure to achieve equality and diversity corporate priorities					

**Notes**

\*Awaiting outcome of personal data audit

References in brackets relate to actions in the Equality Scheme

Directorate of Finance, ICT and Procurement - Equality and Diversity Action Plan 2007/08

Quality service matters				Action Plan 07/08		
Priority FIN1 Contribute to reducing poverty and social exclusion in the borough (Finance)				Lead Directorate: Finance, ICT and Procurement		
ref	Critical Success Factors <i>( key actions/initiatives that support the desired outcomes)</i>	Timescales		Linkages with other plans	Lead officer	
		Start	Finish			
FIN 1.1	Maximise social security benefit take-up (Attendance Allowance and Income Support) by priority groups	01/04/07	31/03/08	Council Plan Finance Directorate Strategic Plan Benefit Services Business Plan	M N Williams (HoRBS)	
FIN 1.2	Promote take up of housing and council tax benefit through the provisions of the Benefit Take-up Strategy	01/04/07	31/03/08		As above	
FIN 1.3	Maximise take-up of Council Tax and Business Rate relief through customer information	01/04/07	31/03/08		As above	
Key Performance Indicators Measure		2006/07 result /forecasted outturn	Targets			Reporting Directorate
			2007/08	2008/09	2009/10	
FIN BEN 002a	Benefits shop take-up	£1m	£1m	£1m	£1m	Finance
FIN BEN 002b	No. of successful new AA / IS claims	1,050	To be reviewed	To be reviewed	To be reviewed	Finance
FIN BEN	% of new claims for free school meals processed within 3 working days of all information being received	99%	99%	99%	99%	Finance
Risk Register	02B/06/1567 Failure to achieve equality and diversity corporate priorities					

Directorate of Finance, ICT and Procurement - Equality and Diversity Action Plan 2007/08

Quality service matters				Action Plan 07/08		
Priority FIN2		Improve customer access to services (Finance)		Lead Directorate: Finance, ICT and Procurement		
ref	Critical Success Factors <i>( key actions/initiatives that support the desired outcomes)</i>	Timescales		Linkages with other plans	Lead officer	
		Start	Finish			
FIN 2.1	Maintain and improve customer satisfaction levels in Benefit and Revenue Services	01/04/07	31/03/08	Finance Directorate Strategic Plan	M N Williams (HoRBS)	
FIN 2.2	Maintain the Charter Mark accreditation within the directorate as part of the annual review process	01/04/07	31/12/07		As above	
FIN 2.3	Provide choice of customer access facilities to meet individual needs	01/04/07	31/03/08		As above	
FIN 2.4	Make links with Older People Strategy	01/04/07	31/03/08		As above	
FIN 2.5	Work with Dudley Council Plus to identify areas where it can help us achieve service improvements	01/04/07	31/03/08			
Key Performance Indicators Measure		2006/07 result /forecasted outturn	Targets			Reporting Directorate
			2007/08	2008/09	2009/10	
BV 80	Benefits customer satisfaction survey (3 yearly) – overall satisfaction	83%	No survey required	No survey required		Finance
FIN BEN 003a	No. of customer and landlord consultation meetings held	6	6	6	6	Finance
FIN BEN 003b	Benefits customer survey (monthly) respondents scoring satisfactory or higher re. overall level of service	90%	90%	90%	90%	Finance
FIN REV 003b	Revenues customer survey respondents scoring satisfactory or higher re. overall level of service	100%	100%	100%	100%	Finance
FIN BEN	% of elderly, disabled and housebound customers who have requested a home visit) contacted within 7 calendar days	95%	95%	95%	95%	Finance
Risk Register	02B/06/1567 Failure to achieve equality and diversity corporate priorities					

Directorate of Finance, ICT and Procurement - Equality and Diversity Action Plan 2007/08

Quality service matters				Action Plan 07/08		
Priority FIN3 Manage staffing resources fairly and equally (Finance)				Lead Directorate: Finance, ICT and Procurement		
ref	Critical Success Factors <i>( key actions/initiatives that support the desired outcomes)</i>	Timescales		Linkages with other plans	Lead officer	
		Start	Finish			
FIN 3.1	Provide employee training in equality awareness	01/04/07	31/03/08	Finance Directorate Strategic Plan	M Flavell	
FIN 3.2	Provide managers with training in the council's leadership values and behaviours	01/04/07	31/03/08		M Flavell	
FIN 3.3	Ensure all employees participate in the PRD process and are given access to the training they need to do their jobs	01/04/07	31/03/08		M Flavell	
FIN 3.4	Measure employee satisfaction	01/04/07	31/03/08		M Flavell	
FIN 3.5	Communicate with employees about equality issues	01/04/07	31/03/08		M Flavell	
FIN 3.6	Monitor workforce composition to identify any changes following the corporate employee personal data audit undertaken in January 2007	01/04/07	31/03/08		M Flavell	
Key Performance Indicators Measure		2006/07 result /forecasted outturn	Targets			Reporting Directorate
			2007/08	2008/09	2009/10	
FIN	No. of employees attending equality training	To be identified				Finance
FIN	No. of management / leadership training sessions undertaken	To be identified				Finance
FIN	% of directorate employees who are from ethnic minority communities	7.1% (31/12/06)	Maintain above council average and improve			Finance
FIN	% of directorate employees who are disabled	1.2% (31/12/06)	Monitor following personal data audit and improve			Finance
FIN	% of employees who have had a PRD discussion with their manager	64% (as at 30/9/06)	100%	100%	100%	Finance
FIN	% of employees who are satisfied overall with the PRD process	95%	95%	95%	95%	Finance
Risk Register	02B/06/1567 Failure to achieve equality and diversity corporate priorities					

Directorate of Finance, ICT and Procurement - Equality and Diversity Action Plan 2007/08

Quality service matters				Action Plan 07/08		
Priority FIN4 Promote equality through effective use of ICT resources (Finance)				Lead Directorate: Finance, ICT and Procurement		
ref	Critical Success Factors <i>( key actions/initiatives that support the desired outcomes)</i>	Timescales		Linkages with other plans	Lead officer	
		Start	Finish			
FIN 4.1	Support the Council in achieving the government's agenda for service transformation where services are designed around the citizen or business - exploit new technology to provide improved access to council services (e.g. more on line services will benefit people with mobility problems)	01/04/07	31/03/08	Council ICT Strategy Finance Directorate Strategic Plan Finance Directorate ICT Plan	D Cook (HoICTS)	
FIN 4.2	Improve systems integration to provide front line staff (including Dudley Council Plus) and citizens with better quality information	01/04/07	31/03/08		D Cook (HoICTS)	
FIN 4.3	Develop capability to communicate pro-actively with citizens information that reflects their interests / needs	01/04/07	31/03/08		D Cook (HoICTS)	
FIN 4.4	Integrate systems to support development of ICT solutions based on life episodes	01/04/07	31/03/08		D Cook (HoICTS)	
FIN 4.5	Exploit ICT to allow services and information to be accessed from a variety of locations including citizens' homes and allow employees to work flexibly where appropriate	01/04/07	31/03/08		D Cook (HoICTS)	
FIN 4.6	Improve employee access to information through the development of publishing capabilities on the Intranet (improved access standards)	01/04/07	31/03/08		D Cook (HoICTS)	
FIN 4.7	Support the development of an e-learning facility for the Council (ensuring employee competencies in areas such as equality and diversity are achieved)	01/04/07	31/03/08		D Cook (HoICTS)	
Key Performance Indicators Measure		2006/07 result /forecasted outturn	Targets			Reporting Directorate
			2007/08	2008/09	2009/10	
FIN	No. of employees taking advantage of the occasional working at home policy	To be identified				
FIN BEN	No. of customers who receive a home visit	To be identified				
FIN REV 002	No. of customers who use electronic means of paying bills:					
FIN REV	Council Tax by direct debit	63,500				
	Payments by CallPay, Webstaff and Web Public	50,000				

FIN	Intranet content management system rolled out by due date	N/A	Date to be set	N/A	N/A	Finance
Risk Register	02B/06/1567 Failure to achieve equality and diversity corporate priorities					

**Directorate of Finance, ICT and Procurement - Equality and Diversity Action Plan 2007/08**

<b>Quality service matters</b>				<b>Action Plan 07/08</b>		
<b>Priority FIN5</b>		<b>Promote equality through procurement</b>		<b>Lead Directorate: Finance, ICT and Procurement</b>		
<b>ref</b>	<b>Critical Success Factors</b> <i>( key actions/initiatives that support the desired outcomes)</i>	<b>Timescales</b>		<b>Linkages with other plans</b>	<b>Lead officer</b>	
		<b>Start</b>	<b>Finish</b>			
FIN 5.1	Support corporate work in improving awareness of equality issues in procurement	01/04/07	31/03/08	Council Procurement Strategy Finance Directorate Strategic Plan		
FIN 5.2	All tender documents to include mandatory clauses covering equal opportunities, race relations and human rights issues	01/04/07	31/03/08			
<b>Key Performance Indicators Measure</b>		2006/07 result /forecasted outturn		<b>Targets</b>		
				2007/08	2008/09	2009/10
Risk Register	02B/06/1567 Failure to achieve equality and diversity corporate priorities					