

Select Committee on Economic Regeneration – 16th February 2006

Report of the Director of Finance

Equality & Diversity Action Plan

Purpose of Report

1. To consider Equality & Diversity Action Plan for 2006/07 for the Directorate of Finance, ICT and Procurement.

Background

2. The Council's Equality & Diversity Policy requires all Directorates to produce an Action Plan annually.
3. In line with corporate guidance the directorate's equality and diversity activity will be presented for scrutiny in two parts. The first part the "Action Plan" is required to be presented to Select Committee before 31st March and covers:
 - Purpose of Plan
 - Relationship with other plans
 - Vision & 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 (May/June). The "annual report" will cover:
5.
 - Key facts about the directorate, including recruitment & workforce profiles
 - Achievement against previous year's targets
5. Select Committee Chairs have agreed that the Select Committee on Economic Regeneration should take the lead Select Committee role on equal opportunities issues. They also agreed that Select Committees should scrutinise individual directorates' action plans and these have been allocated amongst the six committees, in part to ensure that the task is manageable.
6. This draft Action Plan has been considered by the directorate management team. Following scrutiny it will be approved by the Cabinet Member for Finance using the decision sheet process by 31st March 2006. Once approved it will be published on the Council's intranet site and internet sites.

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 new 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.
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.
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. This report is directly concerned with the implementation of the Council's Equality and Diversity Policy. It was circulated for comment and discussed with the Community Representatives as well as with colleagues in the Finance Directorate and the corporate Equality and Diversity Advisory Group.

Recommendation

13. That the Select Committee consider and comment on the Directorate of Finance, ICT and Procurement Equality & Diversity Action Plan for 2006/07.



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Mike Williams
Director of Finance

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List of Background Papers

Directorate of Finance, ICT and Procurement Equality and Diversity Action Plan 2006/07 (Appendices 1,2,3,4) is attached.

Directorate of Finance, ICT and Procurement

Annual Equality and Diversity Action Plan 2006/07

1.0 Introduction

1.1 This Action Plan sets out the Finance Directorate's objectives for implementing the Council's Equality and Diversity Policy in relation to its service areas and employment practices in 2006-07. It includes our response to the priorities identified in the Corporate Action Plan Framework and the Directorate's own priorities.

1.2 The objectives and targets 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

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

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

1.3 The review of the directorate's achievements against the targets set in the 2005/06 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 first Select Committee on Economic Regeneration of the 2006/07 municipal year.

1.4 Consultation on the Plan was undertaken with the Community Representatives and service users (members of the Benefits Customer Focus Group), and the Plan has been considered by the Finance directorate management team. Following scrutiny, it will be approved by the Cabinet Member for Finance, ICT and Procurement using the decision sheet process.

1.5 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

2.0 Relationship with other plans

2.1 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.

2.2 The Council's approach to equality is set out in its Equality and Diversity Policy and the Race Equality Scheme (revised in May 2005).

2.3 This Equality and Diversity Action Plan will form part of the Finance directorate's overall Strategic Plan for 2006/07.

3.0 Vision and Values

3.1 The Finance Directorate provides direct services to the public (principally, the payment of Housing and Council Tax Benefit and the collection of Council Tax and Business Rates). It also provides support services to the other directorates of the Council (Accounting, Audit, Information and Communication Technology, Procurement, Payroll, Payment of bills and Collection of income). 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.

3.2 The Directorate's main aims, while promoting equality of opportunity for customers and employee, are to:

- Serve its customers
- Promote good stewardship of public funds
- Support the Council's objectives
- Provide good employee management

3.3 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 2), which outlines how the Directorate discharges its responsibilities to **employees** (in recruitment, employment and training) and to **customers** (access to services).

3.4 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, updating policies and targets and monitoring progress.

4.0 Key Issues and Targets for 2006/07

4.1 Corporate Priorities

As part of its Corporate Equality and Diversity Action Plan Framework, the Council has identified the following priorities (as outlined in the Council's Annual Review of Equal Opportunities 2006) in addressing equality and diversity issues. These were agreed by the Select Committee on Economic Regeneration on 11th January 2006. The Community Representatives' Panel was consulted on the priorities and gave them its support. The priorities are:

(1) Equality Scheme

The Cabinet has agreed to the production of a combined Equality Scheme to bring together the existing Race Equality Scheme with the legal requirement to have in place a Disability Equality Scheme by 4th December 2006. Pending duties under the Equality Bill which will bring in similar requirements for other equality strands will also be taken into account. The legislation contains a range of requirements in terms of equality impact assessments relating to the impact of policies and services.

- Complete the impact assessments listed in the revised Race Equality Scheme by 31st May 2006
- Assess the implications of the Equality Bill
- Launch equality impact assessment guidance and develop a programme of assessments across all directorates to feed into the Scheme's action plan.
- Maintain or increase the score against BVPI 2b on race equality.
- Publish the combined Equality Scheme by 4th December 2006

(2) Equality Standard for Local Government

The Equality and Diversity Officers Advisory Group has undertaken a scoping exercise to assess the requirements of level 3 of the Equality Standard, the national framework for assessing and progressing equality work in local authorities. This has been developed into an action plan with the aim of moving on from level 2 to level 3 of the standard. A target of 31st March 2007 would be a challenging but realistic one.

- Implement the action plan to achieve level 3 of the Standard by March 2007.

(3) People management strategy

A people management strategy for 2006-08 is being developed to ensure that the Council has the right employees with the right skills and abilities, doing the right things to deliver its vision and priorities over the next three years. Promoting equality and diversity is a key component of the strategy and the objectives highlight issues from the strategy previously raised by the select committee as priorities

- Implement the equality and diversity elements of the strategy.

- Produce and implement an age and employment policy and procedure to comply with the new legislation.
- Establish a full framework of flexible working policies by mid 2006.
- Achieve an increase in the number of disabled employees working for the Council.

(4) Disability Access Strategy

The select committee has considered a number of reports on the Council's Disability Access Strategy. The duty to promote disability equality within the Disability Discrimination Act 2005 will come into force on 4th December 2006 and the strategy will therefore form an important part of the Council's Equality Scheme. The strategy and the Act cover much more than purely physical access to buildings but the best value performance indicator on access to buildings provides one important measure of progress.

- Implement the actions contained within the Council's Disability Access Strategy.
- Achieve an improvement in the score against BVPI 156 on access to buildings.

Detailed actions / targets, milestones / dates and planned outcomes for the above are listed in **Appendix 3**.

4.2 Directorate priorities

The Directorate has set its overall priorities for 2006/07 in its Strategic Plan. These relate to:

- Service Improvement (including the CPA of Use of Resources, which has an impact on overall Council effectiveness; the CPA of Benefits, where we are looking to further improve our already high performance)
- Customer Access to Services (the implications of the transfer of some of our existing service lines to Dudley Council Plus, and the technical support required)
- Council remodelling (support provided)
- Other resource issues relating to staffing, finance / efficiencies, assets / buildings, technology / systems, risk and performance management.

Emerging from these, specific directorate objectives relating to equality and diversity are set out below and developed into detailed actions / targets in **Appendix 4**.

- Contribute to reducing poverty and social exclusion in the borough
- Improve customer access to services
- Manage staffing resources effectively, fairly and equally
- Contribute to making effective use of ICT resources

4.3 Consultation

Members of the Council's Community Representatives Panel have been consulted during the preparation of the Action Plan. Particular issues raised were:

- the value of the engagement of disabled people, through the local group, Access in Dudley, in the design of the Dudley Council Plus centre and the role they could play in future centres
- the need to improve signage to the centre and to consider the needs of disabled people as they enter the building
- the importance of continuing to review recruitment and selection practices to ensure that they were fair to all sections of the community

5.0 Performance Monitoring

- 5.1 Progress in achieving the targets set in the Plan will be monitored and performance managed on a quarterly basis by the directorate management team.

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Date: 3 February 2006

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 Act 1995, the Human Rights Act 1998 and any other legislation impacting on equal opportunities.
- 1.2 The Council has published a **Race Equality Scheme**, which summarises its approach to race equality across all services and in employment.
- 1.3 The Council has also adopted the **Equality Standard for Local Government** and aims to achieve Level 3 of the standard by 31st March 2007.
- 1.3 Guidance on equality legal requirements is available from the three equalities commissions (Racial Equality, Equal Opportunities and Disability 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 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 Management Support 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 Race Equality Scheme.
- 2.4 All staff 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 covering all service areas, in both employment and service delivery, is agreed by the Cabinet Member for Finance. The Plan is submitted for scrutiny to Select Committee and any recommendations made are considered.
- 3.2 The Action Plan outlines Council and directorate priorities and sets out targets for the following year. The Annual Report reports on progress in achieving targets set for the previous year. Progress in achieving the targets is reported to the directorate's Management Team every quarter.

3.3 The Action Plan helps to inform the directorate Strategic (Service) 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.

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 annually by gender, ethnic origin, disability and grade and the results reported to the directorate's Management Team
- Staff satisfaction surveys are undertaken regularly 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) and Financial Services (payment of invoices, dealing with insurance claims).

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.

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.

February 2006

Appendix 3

Directorate of Finance, ICT and Procurement - Equality and Diversity Action Plan for 2006/07 – Corporate Targets (to be completed)

Objective (and lead officer)	Council Plan Theme	Detailed action / target (and lead officer)	Status	Target date / milestones	Planned outcome / performance indicator
<p>CP1 Progress work on the Equality Scheme (1) Complete the service reviews / impact assessments listed in the revised Race Equality Scheme (RES):</p>	Quality Service	Complete the service reviews / impact assessments of: - Benefit Services (MF) - Financial Services (MF) - Corporate Procurement (MF in conjunction with Chief Exec's)	Cont'd	31 st May 2006	Assessments completed by deadline Impacts / outcomes assessed Improvements / actions identified
(2) Assess the implications of the Equality Bill		Support corporate activity in building requirements for gender, religion/belief and sexual orientation into the Equality Scheme(MF)	New	Nov 2006	Scheme published by deadline
(3) Launch equality impact assessment (EIA) guidance and develop a programme of assessments across all directorates to feed into the Scheme's action plan.		Support corporate activity in developing guidance and develop EIA programme for the directorate (MF)	New	April 2006 Oct 2006	Guidance published by deadline Programme agreed for implementation
(4) Maintain or increase the score against BVPI 2b* on race equality		Support corporate activity through collection of data.(MF)	New	31/3/07	Score at least maintained

(5) Publish the combined Equality Scheme by 4 th December 2006		Support corporate activity involving consultation with stakeholders (MF)	New	April 2006 4/12/06	Consultation Plan implemented Scheme published by deadline
CP2. Progress work on the Equality Standard for Local Government Implement the action plan to achieve Level 3 of the Standard	Quality Service	In conjunction with the Chief Executive's directorate, promote equality through procurement guidelines and arrange training (MF/ HoPS). Compile directorate evidence portfolio to support Level 3 of the standard	New	April 2006 April 2006 31/3/2007	Relevant equality considerations built into procurement processes Training programme under way Performance and gaps identified ready to be addressed through future action plan.
CP3. People Management Strategy (1) Implement the equality and diversity elements of the strategy.	Quality Service	Support corporate activity in setting workforce targets (MF)	New	2006/07	Target dates achieved
(2) Produce and implement an age and employment policy and procedure to comply with the new legislation.		Support corporate activity in developing and implementing the policy (MF)	New	Mid 2006	Fair employment policies and procedures in relation to age
(3) Establish a full framework of flexible working policies		(Support corporate activity in developing and implementing the policy (MF)	New	Mid 2006	No. of employees taking up options

(4) Achieve an increase in the number of disabled employees working for the Council		Support corporate activity in completing employee audit (MF)	Cont'd	Dec 2006	More accurate baseline established Increase in numbers of employees identifying a disability
CP4 Disability Access Strategy (1) Implement the actions contained within the Council's Disability Access Strategy	Quality Service	Undertake audits of any new or changed premises / office accommodation (MF)	New	2006/07	Improved access to buildings for customer and employees
(2) Achieve and improvement in the score against BVPI 156 on access to buildings		(2) Support corporate activity e.g. through transfer of services to Dudley Council Plus (MF)	New	2006/07	Improved access to buildings for customer and employees

Key

MF – Menna Flavell, Management Support Officer

HoPS – Head of Purchasing Services

BVPI 2b – a “basket” of indicators on the Council's Race Equality Scheme implementation and achievement of race equality outcomes, where Dudley Council's score in 2004/05 was 68%.

Appendix 4

Directorate of Finance, ICT and Procurement - Equality and Diversity Action Plan for 2006/07 – Finance Directorate Targets

Objective	Council Plan Theme	Detailed action / target (and lead officer)	Status	Target date / milestones	Planned outcome / performance indicator
F1. Contribute to reducing poverty and social exclusion in the borough	Quality Service	(1) Maximise benefit take-up by priority groups through campaign work, to maximise take-up of Attendance Allowance and Income Support (HoBS)	Cont'd	By 31/3/07	Welfare benefits take-up of additional £1m through Benefits Shop activity Attendance Allowance / Income Support Campaign take-up by 1250 successful new claimants
		(2) Maximise take-up of council tax relief through customer information and consultation opportunities (HoRS)	Cont'd	By 31/3/07	Council tax relief / discounts granted (£11.7m in 2004/05) Business rate relief awarded to charities and similar organisations (£2.2m in 2004/05)
F2. Improve customer access to services	Quality Service	(1) Measure customer satisfaction from all community groups	Cont'd	By 31/3/07	BV80 Benefits survey undertaken (although final results of this 3 yearly survey will not be available until 2007/08) % of Benefit and Revenue Services customer survey respondents (all groups) scoring Satisfactory or higher on a range of services
		2) Consult with customers on access issues through Focus Groups (HoBS / HoRS)	Cont'd	By 31/3/07	Constructive feedback from Focus Groups (e.g. Benefits), leading to service improvement
		(3) Consult with landlords on service issues (HoBS)	New	By 31/3/07	Constructive feedback from landlord groups leading to service improvement
		(4) Undertake any improvement actions following Charter Mark inspections	New	By 31/3/07	Action Plan targets achieved; continued service improvement achieved in line with the Charter Mark standard

		(4) Improve customer access through technology through implementation of mobile computing capability, which will allow benefit claims to be completed from residents' homes (HoBS)	Cont'd	By 31/3/07	Improved service for those who have difficulty in completing claims / travelling to Dudley
		(5) Support Dudley Council Plus in delivering customer services (HoRS)	Cont'd	By 31/3/06 and into 2006/07	Smooth transfer of service / enquiry lines to Dudley Council Plus to help ensure that customer service standards are maintained.
		(6) Continue to use the information in the 2001 Census to evaluate the targeting of services (HoBS / HoRS)	Cont'd	Ongoing - to 31/3/07	Improved targeting of services to borough residents
		(7) Reinforce service links with the Older People Strategy	New	By mid 2006	Improved targeting of services to borough residents
F3. Manage staffing resources effectively – fairly and equally	Quality Service	(1) Promote the use of Council leadership standards through the PRD process, highlighting Inclusion and Fairness (MF)	Cont'd	Ongoing – to 31/3/07 and beyond	Improved staff and customer satisfaction results Improved opportunities for staff development Improvement in services, as measured by EFQM reviews
		(2) Continue to train managers and front line staff in equality and cultural awareness (MF)	Cont'd	Ongoing – to 31/3/07 & beyond	Improved staff awareness and services to customers
		(3) Consult with staff using satisfaction surveys and focus groups to measure a range of staff and job related issues (MF)	Cont'd	By 31/3/07	Surveys undertaken and feedback / results used to improve service delivery and job satisfaction (range of measures) for all groups

		(4) Regularly communicate with and brief staff about equality issues - roles and responsibilities etc. (MF)	Cont'd	As above	Communication undertaken through newsletters, team meetings etc. Improved staff awareness demonstrated in improved job and customer satisfaction
		(5) Support the diverse recruitment panels initiative in DUE through allowing BME staff to participate (MF/ HoICTS)	New		Workforce better represents the community Personal development opportunities achieved for staff who participate
F4 Contribute to making effective use of ICT resources	Quality Service	(1) Support development of phase 2 of PS Enterprise (new payroll and personnel system) (HoICTS)	Cont'd	By 31/3/07	Improved council-wide management information, which will enable better monitoring of workforce, training & development, recruitment etc.
		(2) Support the development of the Intranet within recognised standards for accessibility (HoICTS)	New	By 31/3/07	Council Intranet updated on new web content management system giving improved accessibility standards for employees
		(3) Provide equipment at Abberley Street to meet training / customer access needs (HoICTS)	New	By 30/6/06?	Equipment being effectively used by trainee(s) thus improving access to the service

Key HoBS – Head of Benefit Services HoRS – Head of Revenue Services HoICTS – Head of ICT Service	MF – Menna Flavell, Management Support Officer EFQM – European Foundation for Quality Management (used as basis for service reviews) PRD – Performance Review and Development (staff appraisal process)
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