

**SELECT COMMITTEE ON ECONOMIC REGENERATION – 1ST MARCH 2005**

**REPORT OF THE DIRECTOR OF FINANCE**

**EQUALITY AND DIVERSITY ACTION PLAN 2005/06**

**1. PURPOSE**

- 1.1 To consider the Equality and Diversity Action Plan for 2005/06 for the Directorate of Finance, ICT and Procurement.

**2. BACKGROUND**

- 2.1 The Council's Equality & Diversity Policy requires all directorates to produce an action plan annually.
- 2.2 This year the directorate action plan will be presented for scrutiny in two parts. The first part, the Action Plan, is required to be presented before 31<sup>st</sup> March and should cover:
- Purpose of plan
  - Relationship with other plans
  - Vision & values
  - Key issues and targets
  - Action plan summary
- 2.3 The second part, the Annual Report, will be presented for scrutiny to the first meeting of the Select Committee in the new municipal year (June/July). The Annual Report will cover:
- Key facts about the directorate, including recruitment & workforce profiles.
  - Achievement against previous year's targets.
- 2.4 Select Committee Chairs have agreed that the Select Committee on Economic Regeneration should take the lead Select Committee role on equality and diversity issues. They also agreed that Select Committees should scrutinise individual directorates' Action Plans and these have been allocated between the six committees, in part to ensure that the task is manageable.
- 2.5 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 31<sup>st</sup> March 2005. Once approved it will be published on the Council intranet site.

**3. PROPOSAL**

- 3.1 That the Select Committee consider and comment on the attached Directorate of Finance, ICT and Procurement 2005/06 Equality & Diversity Action Plan.

**4. FINANCE**

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

## **5. LAW**

- 5.1 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.
- 5.2 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.
- 5.3 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.
- 5.4 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.

## **6. EQUAL OPPORTUNITIES**

- 6.1 The report is directly concerned with the implementation of the Council's Equality & Diversity Policy. The draft Action Plan was circulated for comment by and discussed with the Council's Community Representatives.

## **7. RECOMMENDATION**

- 7.1 That the Select Committee consider and comment on the Directorate of Finance, ICT and Procurement 2005/06 Equality and Diversity Action Plan.



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Director of Finance

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

### **Annual Equality and Diversity Action Plan 2005/06**

#### **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 2005/06. 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 possible, to the Council's Community Plan, with the overall aim of working towards a fairer society. They also relate to the Council Plan priorities, particularly with regard to Local People and Regeneration.
- 1.3 The review of the directorate's achievements against the targets set in the 2004/05 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 2005/06 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 Inclusion, Fairness, Integrity, Partnership, Empowerment, Democracy and Good Stewardship. Directorate Strategic (Service) 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.
- 2.2 This Equality and Diversity Action Plan will form part of the Finance directorate's overall Strategic Plan for 2005/06.

### **3.0 Vision and Values**

- 3.1 The Finance Directorate's main aims, while promoting equality of opportunity for customers and staff, are to:
- Serve its customers
  - Promote good stewardship of public funds
  - Support the Council's objectives
  - Provide good staff management
- 3.2 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 in this area.

### **4.0 Key Issues and Targets for 2005/06**

#### **Corporate Priorities**

- 4.1 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 2005) in addressing equality and diversity issues. These were agreed by the Select Committee on Economic Regeneration on 12<sup>th</sup> January 2005. The Community Representatives' Panel was consulted on the priorities and gave them its support. The priorities are:
- 4.1.1 Race Equality Scheme  
The Council's Race Equality Scheme was published in May 2002 in response to the Race Relations (Amendment) Act 2000. It sets out the Council's approach to promoting race equality. Within the Scheme, the Council has set out a 3 year programme of reviews of relevant service areas to improve how they are meeting the requirements of the Act. A revised Scheme is to be published by the end of May 2005.
- 4.1.2 The Equality Standard for Local Government  
The Equality Standard is a national framework which a local authority can use to assess how well it is progressing with equality and diversity and to plan improvements. The Council has reached level 1 of the Standard and is working towards level 2. An action plan is currently being drawn up by the corporate Equality and Diversity Advisory Group in order to achieve the remaining elements required for level 2. A benchmarking group is being established with other West Midlands authorities to inform the process and to assist with scoping the work required to reach higher levels of the Standard.
- 4.1.3 Disability Issues  
A new Disability Discrimination Bill is likely to be enacted during the current Parliamentary term with the duties in the Act coming into force around December 2006. Proposed within the Bill is the introduction of a new positive duty for public authorities to promote disability equality, which will be similar to the duty in the Race Relations (Amendment) Act 2000 to promote race equality, and will include the publishing of a Disability Equality Strategy. The implications for the Council of this new legislation will need to be assessed during the coming year.

Existing disability discrimination legislation continues to be implemented, for example, with the rolling out of the Customer Access to Services programme and through the Disability Access Strategy agreed by the Executive in October 2004.

#### 4.1.4 Employment issues

The Council is aiming to achieve a workforce which is representative of the diverse communities it serves in the Borough. A diverse workforce is best able to meet the range of needs to which the Council has to respond in providing its services.

A new personnel and payroll system is being introduced over the coming months and the opportunity will be taken to update records of employees' ethnic origin and disability status by asking individual employees to amend their records if they are incomplete or inaccurate.

#### 4.1.5 Best Value Performance Indicator (BVPI) 2b

BVPI 2b covers a range of measures around race equality including for example improving customer satisfaction across all ethnic groups, increasing workforce representation from all local ethnic groups, improving staff perceptions of equal opportunities across all ethnic groups and reducing the numbers of complaints from service users of all ethnic groups. Further guidance on the indicator is awaited from the Audit Commission and benchmarking is currently being undertaken with West Midlands regional local authorities to promote understanding and good practice. In order to improve its score against the indicator the Council will need, for example, to ensure that it more clearly identifies and achieves its key race equality outcomes.

#### 4.2 Detailed actions / targets, milestones / dates and planned outcomes for the above are listed in **Appendix 2**.

### **Directorate priorities**

#### 4.3 In its Strategic Plan for 2005/06, the Finance Directorate has identified key priorities for customer access to services and responding to staffing issues. These reflect the need to work towards achieving the Council's equality and diversity principles for all stakeholders. These have been translated into equality and diversity priorities as follows:

##### 4.3.1 Tackling poverty and social exclusion

(1) Continuing the Attendance Allowance and Income Support campaigns through the work of the Benefits Shop and generally promote awareness of entitlement to welfare benefits through customer information.

(2) Similarly, Revenue Services continues to promote take-up of council tax and business rate relief.

##### 4.3.2 Improve customer access to services

(1) The directorate is planning to extend Charter Mark to other divisions (in addition to Benefit Services), thus sharing good practice. Revenue Services (Council Tax and Business Rates) is working towards accreditation in early 2006. The new Charter Mark criteria require organisations to:

- Set standards and perform well
- Actively engage with customers, partners and staff
- Be fair and accessible to everyone and promote choice
- Continuously develop and improve
- Use resources effectively and imaginatively
- Contribute to improving opportunities and quality of life in the communities served

The internal service divisions (Audit, Financial, ICT and Purchasing) are also working towards accreditation in 2006, improving services to other directorates, which will in turn benefit the community.

(2) The Finance Directorate has achieved high customer satisfaction in the past, over all groups surveyed. In 2005/06, the directorate will be working to maintain this, against a background of changes (new technology, government demands etc.) through consulting with customers and keeping them informed.

(3) The use of new technology is seen as a way of helping local people gain access to services. Benefit Services is planning to introduce mobile computing technology, which will allow benefit claims to be completed in claimants' own homes. In addition, the Internet offers customers an alternative for information and service delivery.

(4) The main entrance to the banking hall has recently been evaluated as eligible for consideration for funding under the Council's Disability Access strategy. The proposed improvement would result in improved access for the general public particularly elderly people who find the current access difficult. The alternative entrance for wheelchair users would still be in operation.

(5) The Council's Customer Access to Services initiative is changing the way in which services will be delivered and we are working with the implementation team to ensure the initiative achieves its outcome.

(6) The recently published report on the 2001 Census detailing the ethnic make-up of the borough provides valuable information about the location of different ethnic groups by ward. It is recommended that this be considered by Revenues and Benefits for service planning purposes.

#### **4.3.3 Leadership and people management**

(1) The directorate aims to build on its already good record in people management (as measured by employee surveys, Making the Difference and external review) in further developing the skills and competencies managers require to get the best out of their staff. Managers are therefore encouraged to and supported in developing their leadership skills, helping to promote fairness and inclusion in the workforce (see reference to Council values in para. 2.1).

(2) The service reviews undertaken to fulfil the Councils' duties under the Race Equality Scheme have highlighted a need to ensure that key staff, particularly front line staff and managers, are up to date in terms of Equality and Diversity awareness.

#### **4.3.4 Good Stewardship / Use of Resources**

Phase 2 of the introduction of the new corporate personnel and payroll system includes improved facilities for producing management reports, making it easier to meet Race Equality Scheme requirements. We will be working with the Implementation Team to ensure the system's potential is maximised in this respect.

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

### **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:** February 2005

## **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 2 of the standard by 31<sup>st</sup> March 2005.
- 1.4 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.(ext. 3400).

### **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.

5.3 The following documents may also be useful and can be accessed via the Intranet:

- Community Plan
- Council Plan
- Dudley MBC Equality and Diversity Policy
- Dudley MBC Race Equality Scheme
- Central Training and Development Services Directory
- Directorate of Finance, ICT and Procurement Service Plan
- Directorate of Finance, ICT and Procurement Equality and Diversity Action Plan.

## Appendix 2

### Directorate of Finance, ICT and Procurement - Equality and Diversity Action Plan for 2005/06 – Corporate Targets

Objective (and lead officer)	Council Plan Priority	Detailed action / target	Status	Target date / milestones	Planned outcome / performance indicator
C1. Review and implement the Council's Race Equality Scheme (MF)	Local People	(1) Complete the service reviews set out in Year 3 of the scheme by 31/5/05 - Audit, Exchequer, Risk Management and Purchasing	C	Complete by 31/5/05	Reviews complete by deadline Improved arrangements for ethnic monitoring, consultation and access to information and services Findings and actions incorporated into future directorate Equality and Diversity Action Plans
		(2) Provide directorate input into review and revision of the Scheme, which has to be published by 31 May 2005	C	By 31/5/05	Revised scheme published by 31/5/05
		(3) Implement the action plan included in the Scheme	N	Milestones / target dates to be set out in Scheme	Targets achieved
C2. Progress work on the Equality Standard for Local Government (MF)	Local People	(1) Achieve level 2 of the standard	C	Date to be set by EDAG	Level 2 achieved by directorate and corporately
		(2) Develop and action plan for achieving level 3 of the standard	N	By 31/7/05	Action plan agreed through EDAG

Objective (and lead officer)	Council Plan Priority	Detailed action / target	Status	Target date / milestones	Planned outcome / performance indicator
C3. Disability issues - improve access for disabled customers (HoRS / HoBS)	Local People	Implement any actions for Finance contained within the Council's Disability Access Strategy	N	Six monthly motioning by EDAG; target dates set out in strategy	Actions achieved by deadlines Raised employee awareness of needs of disabled people Improved access to relevant buildings for people with disabilities
C4. Employment issues – increase representation from underrepresented groups in the workforce (Div; MF)	Local People	(1) Work towards targets established for employees from BME communities and disabled employees in all directorates	N	By 30/6/05	Targets established and achieved in directorate.
		(2) Complete a further audit of employees to enable them to declare whether or not they regard themselves as meeting the statutory definition of disability	N	By 31/3/06	Completion of audit with increase in no, of employees declaring a disability from 2004/05 baseline. Information used to review working conditions for disabled employees
		(3) Achieve a figure of at least 96.5% of employees who have declared their ethnic origin	N	By 31/3/06	Prescribed declaration rate achieved and maintained
C5. Best Value Performance Indicator 2b (MF)	Local People	Achievement of an improved score against the BV corporate health indicator on equality	C	By 31/3/06	Improvement on 2004/05 score of 57.9%

**Key**

C – Continuing target

N – New target

EDAG – Equality and Diversity Advisory Group

MF – Menna Flavell, Management Support Officer

Div – Divisional Heads

HoBS – Head of Benefit Services

HoRS – Head of Revenue Services

## Appendix 3

### Directorate of Finance, ICT and Procurement - Equality and Diversity Action Plan for 2005/06 – Directorate Targets

Objective	Council Plan Priority	Detailed action / target (and lead officer)	Status	Target date / milestones	Planned outcome / performance indicator
F1. Tackling poverty and social exclusion	Regeneration / Local People	(1) Maximise benefit take-up by priority groups through campaign work, to maximise take-up of Attendance Allowance and Income Support (HoBS)	C	By 31/3/06	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)	C	By 31/3/06	Increased take-up
F2. Improve customer access to services	Local People	(1) Continue programme of work towards achieving Charter Mark throughout the Directorate (HoBS)	C	By 31/3/06	Charter Mark achieved by all divisions, benefiting both external and internal customers
		(2a) Measure customer satisfaction from all community groups (HoBS / HoBS)	C	By 31/3/06	% of Benefit and Revenue Services customer survey respondents (all groups) scoring Satisfactory or higher on a range of services
		(2b) Consult with customers on access issues through Focus Groups (HoBS / HoRS)	C	By 31/3/06	Constructive feedback from Focus Groups (e.g. Benefits), leading to service improvement

Objective	Council Plan Priority	Detailed action / target (and lead officer)	Status	Target date / milestones	Planned outcome / performance indicator
		(3) Improve customer access through technology through implementation of mobile computing capability, which will allow benefit claims to be completed from residents' homes (HoBS)	N	By 31/3/06	Improved service for groups who have difficulty in completing claims / travelling to Dudley
		(4) Improve physical access to premises through bid for access funding under the Council's Disability Access Strategy (HoRS)	N	By 31/3/06	Improved access to the banking hall, which will benefit people with mobility problems.
		(5a) Support the CATS initiative through Involvement in evaluating a process for translation and interpretation (MF)	N	By 30/6/05	Establishment of a dedicated corporate facility for translation and interpretation and rationalisation of current provision
		(5b) Provide general support for CATS through information, knowledge etc. (HoBS / HoRS)	C	By 31/3/06	Improved customer services to borough residents
		(6) Use the information in the recently published Dudley Borough ethnicity statistics (2001 Census) to evaluate the targeting of services (HoBS / HoRS)	N	By 31/3/06	Improved targeting of services



Objective	Council Plan Priority	Detailed action / target (and lead officer)	Status	Target date / milestones	Planned outcome / performance indicator
F3. Leadership and People Management	Local People	(1) Promote the use of the new Council standards by all managers and leaders through the PRD process, highlighting Inclusion and Fairness (MF)	N	Ongoing – to 31/3/06 and beyond	Improvement in services, as measured by EFQM reviews Improved staff and customer satisfaction results Improved opportunities for staff development
		(2) Continue to train managers and front line staff in equality and cultural awareness (MF)	C	As above	Numbers of key staff trained Improved services practices and staff satisfaction (value diversity) following training
		(3) Consult with staff using satisfaction surveys and focus groups to measure a range of staff and job related issues MF)	C	As above	Results of consultation exercise used to improve service delivery and job satisfaction (range of measures)
		(4) Regularly communicate with and brief staff about equality issues - roles and responsibilities etc. (MF)	N	As above	Communication undertaken through newsletters, team meetings etc. Improved staff awareness demonstrated in improved job and customer satisfaction
F4 Good Stewardship / Use of Resources	Local People	Involvement in development of phase 2 of PS Enterprise (new payroll and personnel system) (MF)	N	By 31/3/06	Improved council-wide management information, which will enable better monitoring of workforce, training & development, recruitment etc.

**Key**

C – Continuing target

N – New target

HoBS – Head of Benefit Services

HoRS – Head of Revenue Services

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)

CATS – Customer Access to Services project (working to establish Dudley Customer Services organisation)