

## 5 internal process priorities

Existing policy, workstream or Performance Plan objective	Action focused on tackling inequalities	Responsibility	Milestones	Performance target	Funded by
<b>Internal Priority 1 Create a positive and inclusive environment for staff to work in, and ensure staff are confident in working with people from different backgrounds to themselves</b>					
OD and People Strategy	Develop Recognition Strategy taking into account the needs of all of our workforce.	Alison McKenzie-Folan (BSS)	<b>Sept 2010</b> Completion <b>June 2011</b> Monitor the impact of the recognition strategy on the workforce	Recruit and retain skilled workforce Reduced disputes and industrial action Contribute to the achievement of NI 151 – Overall employment rate and NI 117 NEET – 6.8% by 2010-11  Employee Survey Measures / Organisational Development performance toolkit	Within existing resources/budgets
OD and People Strategy	Review and streamline HR policies and procedures Strategy – undertake an EIA for changes to policies to ensure no negative impact on any members of the workforce	Alison McKenzie-Folan (BSS)	<b>Sept 2010</b>		
OD and People Strategy	Continued development of workforce data and information to aid workforce planning, succession planning and talent management, including disaggregating data.	Alison McKenzie-Folan (BSS)	<b>May 2010:</b> publish disaggregated information (for gender, age, ethnicity, religion and disability) on total staff numbers, full-time/part-time break-down, grievances,		

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			<p>disciplinaries, exit interviews and pay bands in the HR performance plan.</p> <p><b>From June 2010:</b> collect disaggregated recruitment information via the e-recruitment system for all six equality strands.</p> <p><b>From April 2011:</b> collect sexual orientation monitoring data as the new HR system is rolled out.</p>		
OD and People Strategy	Analyse workforce data to identify ceilings and whether there is an issue that needs to be addressed.	Alison McKenzie-Folan (BSS)	<b>TBC</b>		
OD and People Strategy	Continued development of Apprenticeship Scheme to include future job fund, placements and possible introduction of graduate apprenticeship scheme for Wigan to help tackle issues around youth unemployment.	Alison McKenzie-Folan (BSS)	<p><b>July 2010:</b> develop links with Prison Service to work with ex-offenders.</p> <p><b>Quarterly report</b> sent to Working Neighbourhoods fund to assess performance with regards to reaching hard to reach groups</p>		
OD and People Strategy	Continue development and implementation of the Leadership and Management Development Programme including training regarding equality and diversity	Alison McKenzie-Folan (BSS)	<p><b>June 2010:</b> infrastructure to be put in place for leaders and managers to identify needs</p> <p><b>April 2011:</b> Introduction of the</p>		

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			competency framework		
OD and People Strategy	Organisational change policy to be developed to ensure staff of all backgrounds are aware of changes and have their needs taken into account, including tools e.g. around redundancy, TUPE, consultation	Alison McKenzie Folan (Lisa Gammack) (BSS)	<b>End May 2010:</b> Policy launched		Existing resources
OD and People Strategy	Dignity at Work policy to be reviewed – including introducing Dignity at Work advisors and internal mediators, analysing where within the council DAW complaints are made and the outcomes	Alison McKenzie Folan (Lisa Gammack) (BSS)	<b>July 2010:</b> Revised policy launched		Existing resources
OD and People Strategy	Better signposting so people know where to go for advice e.g. Supported Employment; build into general HR policies as a prompt for people to think about it; consider whether specific training on this for managers would be helpful.	Alison McKenzie Folan (Lisa Gammack) (BSS) to incorporate into new Hr policies/procedures  Sharon Adams (BSS) to identify training solutions	Ongoing		Existing resources
OD and People Strategy	Carry out employee survey, including looking at staff attitudes to the culture of the organisation in terms of its response to diversity, and including equality monitoring	Alison McKenzie Folan (Lisa Gammack)	<b>Sept 2010:</b> survey carried out  <b>TBC:</b> staff focus group to		Existing resources

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	and analysis.	(BSS)	follow up on issues identified in the survey		
Learning and Development work programme	Collect and analyse data on people who receive training from the Learning and Development team	Sharon Adams (BSS)	<p><b>From June 2010:</b> Begin collecting information for external people that receive training</p> <p><b>From Sept 2010 and quarterly:</b> Analyse the information to identify whether any groups are not accessing training, or are not satisfied with it.</p> <p><b>From April 2011:</b> Begin collecting information for internal staff that receive training - as soon as possible and from introduction of new HR system in April 2011 at the latest.</p> <p><b>From September 2011 and quarterly:</b> Analyse the information quarterly to identify whether any groups are not accessing training, or are not satisfied with it, from</p>	Evidence-based decisions about which groups are not accessing/being satisfied by the training they receive, and how best to respond to this, from April 2011.	BSS base budget?

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			September 2011 at the latest.		
<p><b>Organisational Development Strategy</b></p> <p>Develop a better understanding of our workforce, so that we can ensure that our workforce is representative of our community and enable us to respond more effectively to our people</p>	<p>Support the Implementation SWiTch payroll and HR System, to support the provision of accurate data to enable us to manage our workforce and understand their demographic profile</p>	<p>Alison Hughes/ Alison McKenzie-Folan (Chief Executives/BSS)</p>	<p>As per project plan</p>	<p>2011 Implementation</p>	<p>SWiTch project budget</p>
	<p>Further develop staff focus groups and implement a programme of consultation which enables us to engage effectively with our people. This enables those who have knowledge of our customers, developed from delivering front line services, to participate in the development of strategies, policies, procedures and new initiatives and contribute their knowledge to ensure that our customers needs are reflected in these policies. We will also ensure that staff who participate are – whenever possible – representative of the overall workforce</p>	<p>Kealey Mulligan (Chief Executives)</p>	<p>As per project plan</p>	<p>2011 Implementation</p>	<p>SWiTch project budget</p>

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Develop & Implement ICT Strategy	Develop and implement ICT Strategy, with effective EIA undertaken during development.	Alison Hughes (Chief Executives)	<p><b>June 2010:</b> Develop and consult on strategy</p> <p><b>Dec 2010:</b> Identify any opportunities to provide access to ICT for those members of our community who maybe disadvantaged by their lack of access to this and develop an action plan to address issues identified</p> <p><b>March 2011:</b> Develop an ICT action plan, aligned to the flexible working programme, to enable the flexible working agenda, as this helps to provide employment opportunities for people who may be disadvantaged/ excluded from work by the traditional office based</p>	<p>June 2010</p> <p>Dec 2010</p> <p>March 2011</p>	ICT Budget
	Continue to develop the One Idea suggestion scheme to enable our people to contribute to the improvement of service delivery so that our workforce can help us to address inequalities/ gaps identified in the ways in which our services are delivered	Kealey Mulligan (Chief Executives)	As per project plan	2011 Implementation	SWiTch project budget

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			model of working.		
	Review and update ICT policies and guidance to ensure that this provides clear guidance for all users, taking into account their social background.	Alison Hughes (Chief Executives)	<b>Sept 2010</b>		
	Redesign & develop intranet in partnership with our customers, to enable more effective sharing of information, taking into account the range of our customers' different needs	Alison Hughes (Chief Executives)	<b>March 2011</b>		
Customer Access Strategy	Ensure that all front line staff have the right tools available to enable them to deliver effective services to a range of diverse customers.	Lesley O'Halloran/Alison Hughes (Chief Executives) (support from Customer Transformation Project team/ICT)	<b>Dec 2011</b> (interim milestones in Training Plan and Customer Transformation Project Plan)	Staff feel valued and this is reflected in how they treat customers. Through a range of bespoke training packages including disability awareness and ready access to a range of support services they would have understanding and confidence to enable them to deal with all customers including those with diverse needs.	See Training Plan and Customer Transformation Project Plan

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	Ensure that all front line staff have the right skills and knowledge to enable them to deliver effective services to a range of diverse customers.	Lesley O'Halloran/Alison Hughes (Chief Executives) (support from Customer Transformation Project team/ICT)	<b>Dec 2011</b> (interim milestones in Training Plan and Customer Transformation Project Plan)		See Training Plan and Customer Transformation Project Plan
	Involve all front line Customer Service staff in the implementation of the Customer Access Strategy. Giving them the opportunity to influence wherever possible. Staff with diverse needs to be provided with training and support equipment to enable them to carry out front line duties.	Lesley O'Halloran/Sharon Adams (Chief Executives/BSS)	<b>Dec 2011</b> (interim milestones in Training Plan and Customer Transformation Project Plan)	Enable Customer Service Staff to develop a common purpose and set of core values and beliefs. Promote and publicise this as the basis on which we act and develop our new culture.	See Training Plan and Customer Transformation Project Plan
Customer Transformation Programme	Provide Change Management and other relevant training to support staff, promote awareness, acceptance and the benefits and opportunities that the programme presents.	Lesley O'Halloran/Sharon Adams (Chief Executives)	<b>Dec 2011</b> (interim milestones in Training Plan and Customer Transformation Project Plan)	Training plan drawn up and individual needs identified, based on roles and responsibilities.	See Training Plan and Customer Transformation Project Plan
	Enabling the further development of a customer centric service that is inclusive of all including those people with diverse needs.	Lesley O'Halloran/Sharon Adams (Chief Executives)	<b>Dec 2011</b> (interim milestones in Training Plan and Customer Transformation Project Plan)	Staff feel part of improvements being made.	See Training Plan and Customer Transformation Project Plan

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	Establish high level, team and individual objectives for the Customer Service Team through negotiation with staff at all levels.	Lesley O'Halloran/Sharon Adams (Chief Executives)	<b>Dec 2011</b> (interim milestones in Training Plan and Customer Transformation Project Plan)		See Training Plan and Customer Transformation Project Plan
	Set up a task and finish group to enable staff to develop a model that works for them. This will promote an inclusive culture where staff with diverse needs have the opportunity to negotiate SMART objectives along other team members therefore preventing any inequalities.	Lesley O'Halloran/Sharon Adams (Chief Executives)	<b>Dec 2011</b> (interim milestones in Training Plan and Customer Transformation Project Plan)	Staff are engaged and empowered .	See Training Plan and Customer Transformation Project Plan
Head of Service: Provider and Quality Assurance Service Plan	Develop better mechanisms to communicate with staff who do not have access to computers within Adult Services	Julie Jeffers (Adult Services)	TBC	TBC	TBC
<b>Internal Priority 2 Improve our understanding of our residents' different needs and how well these are being met</b>					
Community Engagement Strategy	Ensure Community Engagement Strategy includes consideration of how to engage with people based on their social characteristics, as well as where they live	Sian Jay (Chief Executives)	<b>TBC</b> in line with timescales for Community Engagement Strategy	TBC	TBC

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Performance Framework	Amend Performance Framework to incorporate disaggregation of information based on social identity	Rachel Robinson (Chief Executives)	<b>Sept 2010:</b> Amended Framework in place		Chief Execs base budget
Joint Intelligence Unit/data hub	Develop corporate guidance on collecting and analysing service-level disaggregated data - when and how should this be done	Sian Jay (Chief Executives)	<p><b>July 2010:</b> Draft guidance in place</p> <p><b>Sept 2010:</b> Pilots initiated:  - Life Centres  - CYPs Connexions  - Adult Services pilot (to be identified)</p> <p><b>Oct 2010:</b> Roll out approach across the Council</p>	<p>Guidance produced and agreed across the Council by October 2010</p> <p>Evidence that services have begun to use the approach by April 2011</p>	Chief Execs base budget
Joint Intelligence Unit/data hub	Develop corporate approach to collecting and analysing inequalities on a strategic/outcomes-based level	Sian Jay (Chief Executives)	<p><b>June 2011:</b> Edge Hill Knowledge Transfer Project</p> <p><b>Autumn 2010:</b> Pilot approach to disaggregating outcomes data and identifying inequalities as part of production of Atherton and Tyldesley 'mini JSNA', and to inform wider strategic JSNA (production in October 2010)</p> <p><b>July 2010:</b> Map existing disaggregation of key LAA indicators</p>	Agreed approach to analysing inequalities at a strategic level developed and ready to implement by June 2011	KTP project funding

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Customer Consultation and Research	Conduct mapping exercise to examine our understanding of customer satisfaction levels across our services, disaggregating information where available and identifying opportunities to fill gaps.	Rachel Robinson (Chief Executives)	<p><b>July 2010:</b> initial audit completed</p> <p><b>Sept 2010:</b> data analysis completed</p> <p><b>Dec 2010:</b> mechanisms to fill gaps in knowledge identified and prioritised</p>	Baseline customer satisfaction levels set, disaggregated by social identity	Business Transformation Team Budget
Operational Performance	As part of an ongoing review of operational performance management we will continue to develop better ways in which we can interrogate information to ensure that different groups of people have equal access to our services.	All Service Managers (Environmental Services)	<p><b>Sep 2010</b> – Pilot undertaken with Waste, Development and Regulatory Services. Action plan produced for roll out of work to the remainder of the department.</p> <p><b>Mar 2011</b> – All sections of the Dept will have a formalised operational performance framework to continually focus on improvement and efficiency.</p>	A more formalised approach to service improvement that will allow us to better understand the way in which people access our services on an ongoing basis.	Existing Resources
<b>Internal Priority 3 Develop ways to engage effectively with people taking account of their social characteristics</b>					
Strong and Prosperous Communities	Promoting democracy through publicity, involving hard to reach groups and having Member involvement	Nick Lamper (BSS)	<b>May 2010</b>	Electoral Commission Performance Standard. Communication plan has been put in place and self assessment shows compliance with the standard.	Funding available (participation fund)

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	In addition to the Communications Plan which is in place, available research is being evaluated to assist in further understanding of who are the hard to reach groups in terms of participation in local democracy.	Nick Lamper (BSS)	<b>May 2010</b>		
Develop strategic comms plan for MCT	Review current arrangements and develop communications plan for key services, taking into account the range of our customers' different needs	Kealey Mulligan (Chief Executives)	<p><b>Sept 2010:</b> Undertake EIA for strategic Comms Plan</p> <p><b>Sept 2010:</b> Review customer intelligence data to inform development of communications plans to ensure that they are targeted effectively.</p> <p><b>Sept 2010:</b> Review with our people and use feedback to continue to develop the scheme, to ensure that this is accessible to all staff, whatever their needs</p> <p><b>Dec 2010:</b> Review our arrangements for the provision of translation and Braille services, to ensure that these are effectively publicised to employees, so that they can access them quickly to communicate more effectively with people who's first language is not English</p>	<p><b>Sept 2010</b></p> <p><b>Sept 2010</b></p> <p><b>Sept 2010</b></p> <p><b>Sept 2010</b></p>	MCT Budget

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			<p><b>Sept 2010:</b> Support the achievement of More than Words accreditation to improve the Council's ability to provide information and services to people who are deaf or hearing impaired</p> <p><b>Sept 2010:</b> Consider the implementation of a key communicators scheme as part of the review of internal communications, to ensure that our communications are accessible to those employees who may be disadvantaged because they do not have access to a PC.</p>	<p><b>Sept 2010</b></p> <p><b>Sept 2010</b></p>	
Family Services Directory	Continue to develop Family Services Directory in partnership with CYPS to provide targeted information to key social groups	Kealey Mulligan (Chief Executives)	<b>March 2011:</b> Support the development of this service to ensure better quality information, to ensure equality of access to information and services for all families with a range of different needs.	<b>March 2011</b>	MCT Budget
Financial Strategy	Budget Consultation undertaken annually each year - develop ways to consult with more people	Andrew Taylor (BSS)	Completed during February annually	Information flows into budget process	Within existing resources/budgets

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Customer Transformation Programme	<p>Use the Customer Relationship Management System (CRM) to collect preferred method of contact, reflecting the diverse needs of our customers.</p> <p>Utilise the data to engage more effectively with residents to promote services and benefits</p> <p>Build up a customer profile in the CRM system, including customers' social identity, and utilise this data with Customer consent to engage with campaigns and other initiatives.</p>	Lesley O'Halloran/Alison Hughes (Chief Executives)	<b>Dec 2011</b> (interim milestones in Training Plan and Customer Transformation Project Plan)	Customer profile in the CRM system, including customers' social identity, and evidence this is used effectively.	See Training Plan and Customer Transformation Project Plan
Customer Insight	Develop our approach to customer insight.	Lesley O'Halloran/Alison Hughes (Chief Executives)	<b>Dec 2011</b> (interim milestones in Training Plan and Customer Transformation Project Plan)		See Training Plan and Customer Transformation Project Plan
	Work collaboratively with other AGMA authorities on initiatives including Customer Journey mapping and Circle of need.	Lesley O'Halloran/Alison Hughes (Chief Executives)	<b>Dec 2011</b> (interim milestones in Training Plan and Customer Transformation Project Plan)		See Training Plan and Customer Transformation Project Plan
	Utilise the learning tools and implement best practice recommendations to enable effective engagement.	Lesley O'Halloran/Alison Hughes (Chief Executives)	<b>Dec 2011</b> (interim milestones in Training Plan and Customer Transformation Project Plan)		See Training Plan and Customer Transformation Project Plan

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<b>Internal Priority 4 Ensure that we are clear about how our services and policies will affect different customers</b>					
Embedding Equality Impact Assessments into our day-to-day work	Identify core questions for EIA, and develop brief supporting guidance  Embed this approach into existing Council processes: - procurement - policy and strategy development processes - project and programme management - service planning - decision-making processes	Sian Jay (Chief Executives)	<b>July 2010:</b> Core questions and supporting guidance  <b>Sept 2010:</b> Pilots of core questions and supporting guidance, including Ex-Offenders Service and Children and Young People's Plan, by September 2010  <b>Oct 2010:</b> Agree final approach	Core questions and guidance developed and agreed across the Council by October 2010	Base budgets
		Jonathan Cliff (BSS)	Commissioning and procurement: <b>April 2011:</b> Develop guidance on how to incorporate equality considerations into the needs assessment and tender specification	Approach agreed by April 2011	Chief Execs and BSS base budget
		Simon Dale (Chief Executives)	Policy and strategy development: <b>Sept 2010:</b> Consider with each Department options for integrating equality considerations into policy development across the organisation, taking into account existing processes	Options considered by Sept 2010	

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		Alison Cain (Chief Executives)	Project and programme management: <b>June 2010:</b> Incorporate equality considerations into templates  <b>Dec 2010:</b> Pilot approach at Programme level  <b>Jan 2011:</b> roll out across organisation	Core questions included and approach agreed across the Council to roll out from January 2011	
		Sian Jay (Chief Executives)	Decision-making processes: <b>Sept 2010:</b> agree standard format for equality section to be included in committee reports and senior officer meetings	Key question included as standard in all committee and senior officer reports from Septemebr 2010	
		Rachel Robinson (Chief Executives)	Service planning: <b>June 2010:</b> Take opportunities to test approach within Chief Executives service planning process  <b>Nov 2010:</b> Develop an approach that can be rolled out through all service planning for 2011/12	All services consider the core questions when developing service plans for 2011/12	
Carry out retrospective Equality Impact Assessments on priority areas	Carry out EIA on Adult Services priority areas: - Adult Procedures Manual (Changes to assessments (SCTA))  - Charging policy (Changes to	Overall responsibility for Adult Services EIA programme: Diversity Champion (Julie Jeffers)	<b>March 2011:</b> All completed		Existing resources

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	assessments (SCTA)) <ul style="list-style-type: none"> <li>- Budget Imbalance across SUI groups (Social Care Transformation)</li> <li>- Key Policies and Procedures in Provider Services</li> </ul>	Individual managers responsible for completing their own EIAs.			
Carry out retrospective Equality Impact Assessments on priority areas	Carry out EIA on Chief Executives priority areas: <ul style="list-style-type: none"> <li>- Organisational Development Strategy</li> <li>- IT Strategy</li> <li>- Recovery Strategy</li> <li>- Corporate Strategy</li> <li>- Project and Programme Management approach</li> </ul>	Overall responsibility for Adult Services EIA programme: Diversity Champion (Alison Hughes)  Individual managers responsible for completing their own EIAs.	<b>March 2011: All completed</b>		Existing resources
Carry out retrospective Equality Impact Assessments on priority areas	Carry out EIA on CYPS priority areas: <ul style="list-style-type: none"> <li>- Children &amp; Young People's Plan 2011</li> <li>- Commissioning Framework</li> <li>- Building Schools for the Future</li> <li>- Children's Workforce Strategy</li> <li>- All other strategies, e.g. Play Strategy</li> <li>- Catch-up on service impact assessments not completed by 31st March 2010</li> </ul>	Overall responsibility for Adult Services EIA programme: Diversity Champion (Trish Anderson)  Individual managers responsible for completing their own EIAs.	<b>March 2011: All completed</b>		

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Carry out retrospective Equality Impact Assessments on priority areas	Carry out EIA on BSS priority areas: <ul style="list-style-type: none"> <li>- Integrated HR/Payroll system. Self service.</li> <li>- Fundamental review of HR policies.</li> <li>- Corporate Landlord: Flexible working agenda, Workspace audits, Home-working</li> <li>- Job evaluation – review of impact</li> <li>- Risk management: flu pandemic</li> <li>- Revenues and benefits: new system</li> <li>- Legal services: customer accounts</li> <li>- SAM review</li> <li>- Apprenticeship scheme</li> </ul>	Overall responsibility for Adult Services EIA programme: Diversity Champion (Kevin Lawson)  Individual managers responsible for completing their own EIAs.	<b>March 2011: All completed</b>		
Carry out retrospective Equality Impact Assessments on priority areas	Carry out EIA on Environmental Services priority areas: <ul style="list-style-type: none"> <li>- LTP</li> <li>- Waste</li> <li>- LDF</li> <li>- Worklessness Strategy</li> </ul>	Overall responsibility for Adult Services EIA programme: Diversity Champion (Ken Wardale)  Individual managers responsible for completing their own EIAs.	LTP: <b>October 2010</b> Waste: <b>March 2011</b> LDF: <b>October 2010-04-20</b> Worklessness: <b>October 2010</b>		
Procurement process	Develop work to encourage a wide range of suppliers to bid for (and win) Council contracts.	Jonathan Cliff (BSS)	<b>Sept 2010:</b> Map existing work undertaken in this area and identify gaps		
	Develop guidance on how to check compliance with Common Equality Standards at PQQ stage - ensuring this is proportionate to the size of the provider	Jonathan Cliff (BSS)	<b>Sept 2010:</b> Pilot with Supporting People		

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Operational Performance	As part of an ongoing review of operational performance management we will continue to develop better ways in which we can interrogate information to ensure that different groups of people have equal access to our services.	All Service Managers (Environmental Services)	<p><b>Sept 2010</b> – Pilot undertaken with Waste, Development and Regulatory Services. Action plan produced for roll out of work to the remainder of the department.</p> <p><b>March 2011</b> – All sections of the Dept will have a formalised operational performance framework to continually focus on improvement and efficiency.</p>	A more formalised approach to service improvement that will allow us to better understand the way in which people access our services on an ongoing basis.	Existing Resources
Adult Services Performance Plan	Management Information Group formed to improve management intelligence across the department of Adult Services and the Single Commissioning Agency	Paul Stevenson (Adult Services)	<b>Summer 2010:</b> PID in place	Regular management information available	Existing resources
Customer Transformation Programme	Collect and analyse customer data collected in the CRM at Life Centres	Lesley O'Halloran/Alison Hughes (Chief Executives)	<b>Dec 2011</b> (interim milestones in Training Plan and Customer Transformation Project Plan)		See Training Plan and Customer Transformation Project Plan
Asset Management Plan	Undertake statutory/regulatory inspection programmes: these programmes ensure that existing equipment, such as induction loops and fire evacuation chairs, are adequately serviced and remain in optimum condition and are fit for purpose.	Paul McKeivitt (BSS)	Monitored & reported quarterly	<p>Percentage of publicly accessible buildings that are DDA compliant</p> <p>Number of full asbestos audits completed for site buildings</p>	

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				Number of interim Legionella site inspections  Number of condition survey conducted within the year  8 publicly accessible buildings per annum are compliant	
	Undertake Property condition surveys: these surveys undertaken every 5 years allow the Corporate Property Maintenance Fund to be prioritised to allow a planned maintenance regime to replace equipment at the end of the life cycle.	Paul McKeivitt (BSS)	Ongoing		Within existing resources/bud gets
	Deliver CPMF Spending Plan: part of the CPMF fund is allocated each year to bring 8 publically accessible buildings into compliance with part M of the Building Regulations. Further CPMF monies are targeted to improve disabled access or improved signage to other publically accessible buildings.	Paul McKeivitt (BSS)			Within existing resources/bud gets
Accommodation Strategy	Accommodation Strategy – The strategy is intended to replace older less efficient buildings with modern fully accessible buildings. A full EIA will be carried out as it is fully developed.	Paul McKeivitt (BSS)	<b>Dec 2010:</b> EIA carried out in respect of Administrative Buildings		Within existing resources/bud gets

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	Carry out an EIA on the Corporate Landlord strategy –	Paul McKeivitt (BSS)	<b>March 2011</b>	Corporate Landlord implemented across Administrative Buildings.	Within existing resources and unification of property related services
BSS Customer Satisfaction Survey	Questions included in the annual internal customer survey on the customer's social characteristics to enable analysis of the results accordingly	Natalie Lewis-Neill (BSS)	<b>May 2010:</b> Analysis	Completion on time	Within existing resources
<b>Internal Priority 5 Ensure our communications are accessible to all.</b>					
Develop and implement ICT Strategy	Develop web site to improve user friendliness & increase range of access channels for service delivery, taking into account the range of our customers' different needs	Alison Hughes (Chief Executives)	<b>March 2011</b>	Completion on time	ICT budget
Customer Access Strategy	Achieve "Louder than Words" charter form RNID to demonstrate our commitment to treating everyone fairly and that our service to deaf and hard of hearing customers is of the highest standard.	Lesley O'Halloran/Sharon Adams (Chief Executives/BSS)	<b>Dec 2011</b> (interim milestones in Customer Access Strategy)	Achieved RNID 'Louder than Words' charter  Achieved Customer Service Excellence	See Customer Access Strategy
	Adhere to the RNIB "See it right" charter.	Lesley O'Halloran/Sharon Adams (Chief Executives/BSS)	<b>Dec 2011</b> (interim milestones in Customer Access Strategy)		See Customer Access Strategy

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	Enable access Browse aloud software at face to face access points.	Lesley O'Halloran/Sharon Adams (Chief Executives/BSS)	<b>Dec 2011</b> (interim milestones in Customer Access Strategy)		See Customer Access Strategy
	Provide support and equipment to enable customers to access our services through the channel of their choice.	Lesley O'Halloran/Sharon Adams (Chief Executives/BSS)	<b>Dec 2011</b> (interim milestones in Customer Access Strategy)		See Customer Access Strategy
	Achieve Customer Service Excellence, including ensuring we understand and meet the diverse needs of our customers	Lesley O'Halloran/Sharon Adams (Chief Executives/BSS)	<b>Dec 2011</b> (interim milestones in Customer Access Strategy)		See Customer Access Strategy