



**Report to:** Audit, Governance and Improvement Review Committee

**Date:** 26 March 2009

**Subject:** Business Support Services, 2008/9  
Service Plan Update, Quarter 3

**Report of:** Executive Director  
Business Support Services

**Contact officer:** Terry Dunn 01942 827784

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**Purpose / summary:** To provide Members with details of Business Support Services' cumulative performance for 2008/9 Quarter 3

**Alternative options considered and reason for selecting the one recommended:** No alternatives, for information only

**Recommendation / decision:** Members note the report

**Key Decision:** This report does not involve a key decision.

**Risks / Implications:**

Financial:	High performance contributes to effective service delivery, good value for money, effective governance and the "Use of Resources" CAA rating
Staffing:	Unification of services
Policy:	None
Equal Opportunities - Has a Diversity Impact Assessment been conducted?	No impact
Wards affected:	None

**Property Implications – Does the proposal involve a reduction, addition or change to the Council's asset base or its occupation?**

No

**If yes, have the property implications been agreed with the Corporate Property**

**Officer?**

N/a

**Does this proposal have significant implications for the Council and the local population?**

A diversity impact assessment is not necessary at this stage, however, equality and diversity implications have been considered when producing this report.

**Does this proposal involve a new policy or procedure or significant changes to an existing policy or procedure?**

No

Has the Service Director - Borough Solicitor confirmed that the recommendations within this report are lawful and comply with the Council's Constitution? **Yes**

Has the Service Director - Corporate Services confirmed that any expenditure referred to within this report is consistent with the Council's budget? **N/A**

Are any of the recommendations within this report contrary to the Policy Framework of the Council? **No**

**For Cabinet reports only :**

Categorisation of the report:	<b>X</b>		<b>X</b>
Discussion leading to a decision		Discussion	
Monitoring		Decision	
Sharing for corporate understanding		Information	

**Tracking/Process:**

	Consultation	Ward Members	Partners
	Audit and Governance Review Committee 26 March 2009		
Panel	Overview & Scrutiny	Cabinet	Council

There are no Background Papers to this Report within the meaning of Section 100D of the Local Government Act 1972.

Proper Officer David Smith, Director of Business Support Services

Date 4 March 2009

## Introduction




The Business Support Services department formed in April 2008 resulting from the Council's review of Support Services. The department is still in the process of unifying its services and aims to offer effective support services that enable us to provide or commission customer focused services.

This report concludes the performance management reporting for the Business Support Services' Department, as detailed in the department's service plan, for quarter 3 of 2008/9 and is inclusive of all divisions within the Business Support Services functions.

## Key Performance Indicators

This section of the report sets out the key performance measures we use to monitor and manage our performance. These have been developed through our planning process. It shows how we have performed this period against our target, shows past performance (if applicable) and shows our target for the next period.

The table of performance uses the following symbols to help interpret performance:

-  Our performance is better than target range
-  Our performance is within target range
-  Our performance is worse than target range

The following table shows you how to interpret the performance tables:

Key Performance Measures	Responsible Officer	2008/9 target quarter 3	2008/9 actual quarter 3	2008/9 On target ?	Comments	2008/9	2009/10	2010/11
This column shows the name of the particular performance indicator		Our target for the end of this period (Q3)	Our performance up to the end of this period (Q3)	A symbol showing the variance between our performance and our target this period.	Comments on performance	Our target for the full year.	Future targets	

## Summary of quarter 3 performance 2008/9, with commentary




This report shows our performance against the performance indicators and tasks in our departmental plan. **Quarterly performance is cumulative throughout the year** (unless it has been specifically stated that performance is for one period in time only). So this report shows performance up to the end of quarter 3 (1 April – 31 December 2008). Reporting cumulatively in this way allows us to report year end performance to you at the end of the final quarter.

We have identified our departmental objectives and how they contribute to the council's vision through our planning process. The performance indicators that we have identified allow us to measure our level of success in achieving these objectives.

The key tasks in this report are the important actions that will help us to achieve our departmental and corporate objectives or are the actions we need to take to help us manage the risks which may affect or enhance our success.

**Table 1** below provides a summary of our performance against our departmental Performance Indicators (PI's) for 2008/9 quarter 3. It shows the proportion of our PIs that are better than target, on target or worse than target.



**Table 1: Summary of Departmental Performance at quarter 3 – 2008/9**





Number of PI's where data is available for measuring	% better than target	% on target	% worse than target
			
57	25	23	9






- The current economic climate is having an effect on some tasks / services that Business Support Services provides, to ensure performance is maintained were possible resources are being moved to where they are most needed.
- For KPI's that are currently worse than target explanations and action for improvement are in place.








## Specific objectives







Key Performance Measures	Responsible Officer	2008/9 target quarter 3	2008/9 actual quarter 3	2008/9 On target?	Comments	2008/9	2009/10	2010/11
CPA Use of Resources Score	All	4	3			4	4	4
CPA Housing Benefits Score	Joe Feeney	N/a	N/a		Due to conflicting and unresolved views from the Audit Commission on legislation and guidance interpretation a score of 3 has been awarded.	3	3	3
Savings target for reinvestment	All	£0.987	£1.051 m			£1.316m	£1.250m	£1.250m
% of online applications across the council	Steve Gow	60%	63.3%		Slightly above target	60%	70%	80%
Cumulative income reprographics service	Pete Livesey	£0.182m	£0.183m			£0.243	£0.249	£0.254
Cumulative income print service	Pete Livesey	£0.716m	£0.509m		Unrealistic target set in previous years	£0.954	£0.972	£0.991
Turnover of print service	Pete Livesey	£0.898m	£0.692m		Unrealistic target set in previous years	£1.197m	£1.221m	£1.245m
Customer satisfaction with the Print service overall	Pete Livesey	N/a	N/a		Annual target	90%	90%	90%
Web Site Availability	Pete Livesey	99.5%	100%			99.5%	99.6%	99.7%
Setting budget and Council Tax	Paul McKeivitt	N/a	N/a		Annual target	11.03.09		
Production of Statement of Accounts	Andrew Taylor	N/a	N/a		Final Accounts Timetable produced	30/06	30/06	30/06
Publication of Audited Accounts	Andrew Taylor	N/a	N/a		Annual target	30/09	30/09	30/09

Key Performance Measures	Responsible Officer	2008/9 target quarter 3	2008/9 actual quarter 3	2008/9 On target?	Comments	2008/9	2009/10	2010/11
BV 010 Percentage of Non Domestic rates collected	Alan Cartwright	96.5%	84.7%		Due to the effects of the change in legislation charging full rates on empty properties is, as expected, having an effect on collection – the annual target was reduced to allow for some non-payment of the additional charges of approximately £3.2m currently.	96.5%	97.0%	97.5%
BV 009 Percentage of Council tax collected	Alan Cartwright	96.8%	86.0%		96.8% is the annual target for Council Tax collection. Performance at Q3 is marginally down on that of 2007/08. The next months to end March will be critical for final performance as the effects of the credit crunch potentially may begin to have a more severe impact.	96.8%	96.9%	97.0%

Key Performance Measures	Responsible Officer	2008/9 target quarter 3	2008/9 actual quarter 3	2008/9 On target?	Comments	2008/9	2009/10	2010/11
NI 180. The number of changes of circumstances which affect customers' Housing Benefit / Council Tax Benefit entitlement.	Joe Feeney	15,000	20,418		The DWP target for the year is 18,749, but we set a more challenging one of 20,000. As we will over achieve both targets, resources have now been channelled towards assisting with the increase in claims due to the current economic climate.	20,000	20,000	20,000
NI 181. The time taken to process Housing Benefit / Council Tax Benefit new claims and change events.	Joe Feeney	22 days	22 days		The current economic climate is resulting in a significant increase in claims and enquiries for benefit. Consequently, future targets have been adjusted to reflect expected performance. This is also based upon resources being available to maintain performance at current levels.	22 days	22 days	22 days
Percentage of Title investigations actioned within target (file open to title investigation report sent)	C. Holland	75%	86%		Performance continues to improve in this area.	75%	82%	90%
Percentage of Statutory orders actioned within target (file open to making the order) Urgent	S. Hillman	80%	89.67%		Performance pleasing despite staff shortage	80%	85%	90%







Key Performance Measures	Responsible Officer	2008/9 target quarter 3	2008/9 actual quarter 3	2008/9 On target?	Comments	2008/9	2009/10	2010/11
Non-urgent	S. Hillman	80%	67.67%		Staff shortage now addressed- improvement expected.	80%	85%	90%
Percentage satisfaction with service for Housing possession / injunction matters	M. McKenzie	N/A	N/A	N/A	Satisfaction is not currently measures as methodology needs to be agreed with client department.	90%	90%	90%
Percentage of Housing possession / injunctions actioned within target (file open to substantive advice given / lodging application at court)	M. McKenzie	90%	96.33%		Performance above target. Instructions slightly lower than target but performance remains very good.	90%	90%	90%
Percentage satisfaction with service for Environmental health matters	M. McKenzie	N/A	N/A	N/A	Satisfaction is not currently measures as methodology needs to be agreed with client department.	90%	90%	90%
Percentage of Environmental health matters actioned within target (file open to substantive advice given / lodging application at court)	M. McKenzie	70%	93.33%		Performance well above target despite a significant increase in instructions in this area.	70%	80%	90%
Percentage of Landlord and Tenant matters within target (file open to drafts issued) – RENT REVIEWS	A. McGuire	75%	100%		Performance is above target and volumes are on target in this area which is important for income generation.	75%	81%	90%
All other landlord and tenant matter types	A. McGuire	85%	90.33%		Performance and volumes are both above target in this area which is important for income generation.	85%	87%	90%








Key Performance Measures	Responsible Officer	2008/9 target quarter 3	2008/9 actual quarter 3	2008/9 On target?	Comments	2008/9	2009/10	2010/11
Number of successful challenges by external regulator as to the propriety or legality of the Councils actions	P. Hassett	0	0		Controls are still effective.	0	0	0
Satisfaction with service for CYPS matters	D. Robert	N/A	N/A	N/A	Satisfaction is not currently measures as methodology needs to be agreed with client department.	90%	90%	90%
Percentage of CYPS Care orders actioned within target (file open to substantive advice given / lodging application at court)	D. Robert	90%	98.33%		Performance has improved despite a substantial increase in the numbers of care proceedings issued.	90%	90%	90%
Percentage of logged Freedom of Information requests responded to within target	T. Turner	100%	97%		Sustained increase in FOI requests made to the Council impacting on ability to get 100% out on time	100%	100%	100%
Number of adverse data protection assessments by Information Commissioner	T. Turner	0	0		Controls are still effective	0	0	0
Number of Freedom of Information complaints upheld by Information Commissioner	T. Turner	0	0		Controls are still effective	0	0	0
Average days to respond to Ombudsman complaints	P. Hassett	N/A	N/A	N/A	Measured annually	28	28	28
Number of findings of maladministration by Ombudsman	P. Hassett	0	0		Controls are still effective	0	0	0
BSS *** Number of adverse practice recommendations made under section 46 of Freedom of Information	L. Gardiner	0	0		Controls are still effective	0	0	0


Key Performance Measures	Responsible Officer	2008/9 target quarter 3	2008/9 actual quarter 3	2008/9 On target?	Comments	2008/9	2009/10	2010/11
Percentage of draft Right to buy documents issued by Conveyancing section within 28 or 35 actual days – Houses	H. Johnson	80%	100%		Performance is good; however, volumes are significantly down owing to the slump in the Housing market.	80%	80%	80%
Flats		80%	0.00	-	No instructions to measure this quarter.	80%	80%	80%
Average number of units to complete a Right to buy transaction – Houses	H. Johnson	45	38		Performance is good, however, volumes are significantly down owing to the slump in the Housing market	45	45	45
Flats		90	65		Performance is good, however, volumes are significantly down owing to the slump in the Housing market	90	90	90
Percentage of full request and LLC1 searches submitted returned within target	A. Cowap	100%	100%		Performance remains consistently good. Volumes remain significantly down owing to the slump in the Housing market	100%	100%	100%
Income generated from Local Search Service	A. Cowap	£468,000	£225,709		Although reduced volumes result in higher performance it also results in reduced income.	£621,000	£341,331	Awaiting
Percentage of right to buy eligibility checks completed within 10 working days	S. Byrne	95%	97.7%		Above target but low level of activity due to economic climate – (2 apps outside target)	95%	95%	95%

Key Performance Measures	Responsible Officer	2008/9 target quarter 3	2008/9 actual quarter 3	2008/9 On target?	Comments	2008/9	2009/10	2010/11
Percentage of Right To Buy valuations completed within target	N. Herdman	90%	96%	★	Above target but low level of activity due to economic climate	90%	90%	90%
Percentage of District Valuer appeals that fall outside recommended tolerances	N. Herdman	3%	N/A		Measured half yearly, however, there is a low level of activity due to economic downturn	3%	3%	3%
Average number of working days from terms agreed to instruction being issued to Conveyancing section	N. Herdman	10	6.5	★	Below target but low level of activity due to economic downturn	10	10	10
Percentage of publicly accessible buildings that are DDA compliant	G.Tootle	N/A	N/A	N/A	Monitored yearly. Schemes underway. Improvements to the reporting mechanisms from NPS will include progress percentage completion data.	47%	55%	64%
Percentage of indoor market stalls occupied Wigan Market Hall	P. Edge	80%	83%	●	Performance has improved after a difficult start to the financial year. The market continues to operate at near maximum capacity	80%	80%	80%
Leigh Market Hall		95%	97%	●		95%	95%	95%

Key Performance Measures	Responsible Officer	2008/9 target quarter 3	2008/9 actual quarter 3	2008/9 On target?	Comments	2008/9	2009/10	2010/11
Percentage of outdoor market stalls occupied	P. Edge	45%	62%	★	Outdoor markets have shown a strong performance throughout the summer and during the Christmas trading period.	47%	48%	49%
Profitability of markets service	P. Edge	£406,344	£408,299	★	Performance is in line with target due to reduction in expenditure to offset an income shortfall from earlier in the year. However, essential improvement works are required during the last quarter and it is expected that the profitability will undershoot the annual target by approximately £50,000	£455,818	£394,000	£329,000
Actual Income from land sales	L Knowles	£375,000	£566,010	★	Original target of £2.5m for 08/09 has been reduced to £1m to reflect economic downturn	£1.00m	£1.57m	£1.66m
Number of suitability and sufficiency surveys received from departments	B. Kneale	30	36	★	Ahead of target (full year target = 40)	40	40	40

Key Performance Measures	Responsible Officer	2008/9 target quarter 3	2008/9 actual quarter 3	2008/9 On target?	Comments	2008/9	2009/10	2010/11
Number of condition survey conducted within the year Baseline surveys Light touch surveys	G. Tootle	26 104	36 134		Reported half yearly Reported half yearly	52 208	52 208	52 208
Percentage of Corporate Property Maintenance Fund budget spent on planned maintenance works	G. Tootle	62%	63%		Performance is in line with target which represents best practice.	64%	65%	66%
Percentage of Terrier enquires responded to within target (without referral to Conveyancing)	S. Byrne	95%	100%		All enquiries dealt with in target	95%	95%	95%
Number of Terrier enquiries referred to Conveyancing for title investigation within target	S. Byrne	72	99		Above target (full year target = 96) volume is uncontrollable	96	96	96
Number of fixed wiring checks completed for each site	R. Grundy	25	22		Measured half yearly and annually	58	58	58
Number of full asbestos audits completed for site buildings	R. Grundy	182	123		Additional asbestos surveyor has been engaged from December 2008 to bring programme on target.	243	243	243




Key Performance Measures	Responsible Officer	2008/9 target quarter 3	2008/9 actual quarter 3	2008/9 On target?	Comments	2008/9	2009/10	2010/11
Number of interim Legionella site inspections	R. Grundy	275	276		Performance is currently on target. Year end performance may be influenced by a small number of minor buildings which have been taken out of use and permanently secured leading to access difficulties.	3720	3720	3720
Average cost of each handyman request	G. Tootle	£25.00	£21.58		Low costs support the provision of this service for small jobs that would otherwise be missed.	£25.00	£25.75	£26.50
Percentage of handyman questionnaires rating good / excellent	G. Tootle	97%	100%		High level of satisfaction reflects the value placed on the service by staff.	97%	97%	97%
Percentage of handyman jobs actioned within target	G. Tootle	93%	94%		Performance in line with target.	93%	93%	93%
Number of gas units consumed	G. Tootle	48,030,056 KW	42,233,043 KW		Some of the recent quarter bills have not been received. It is expected that consumption will be above target due to the cold winter weather	78,603,968 kW	76,245,848 kW	73,958,472 kW
Number of electricity units consumed	G. Tootle	13,946,651 KWh	14,590,884 KWh		Consumption is affected by the cold winter weather	18,595,535 kW	18,037,668 kW	17,496,537 kW
Percentage of industrial / commercial units available	L. Knowles	5%	3.36%		Currently below target but may be impacted by economic downturn	5%	5%	5%

Key Performance Measures	Responsible Officer	2008/9 target quarter 3	2008/9 actual quarter 3	2008/9 On target?	Comments	2008/9	2009/10	2010/11
Percentage of retail units available	L. Knowles	6%	7.96%		Over target sustained increase reflects economic downturn	6%	6%	6%
Rental income generated against forecast	L. Knowles	£707,500	N/A		Measured half yearly – above target in Sept. Anticipated to exceed target by year end due to significant reduction in backlog of rent reviews and lease renewals.	£1.415m	£1.57m	£1.66m

## Key Tasks




Table 2 gives a summary of performance against our key tasks for quarter 3 2008/9. NB: these have been reduced from the numbers of tasks previously reported as many of the tasks related to routine service delivery tasks which repeat each year. The summary now focuses on the actions needed to fulfil specific statutory requirements or are actions intended to result in service improvements.









**Table 2: Summary of progress against tasks (including equality and diversity related tasks) at quarter 3 - 2008/9**

Number of tasks	% ahead of schedule 	% on schedule 	% behind schedule 
	2007/8	2007/8	2007/8
37	29	3	5

## Key Tasks for 2008/9

Performance throughout the year has been steady with most tasks on target for completion within the given timescales. Most of the delays are linked to the re-structures that are taking place across the department and action plans are in place for any key tasks that are behind schedule.

Task	Responsible Officer	Resources	Target end	Status Q3	Comments
<ul style="list-style-type: none"> <li>Unify HR, Finance and ICT</li> </ul>	David Smith	Support Services staff working in these functions throughout the Authority	Mar 09		On target – success criteria will be when all staff have been appointed within the revised structure
<ul style="list-style-type: none"> <li>Complete Job Evaluation and Support Equal Pay Review</li> </ul>	David Smith	Within existing resources	Sept 09		Extra resources have been employed
<ul style="list-style-type: none"> <li>Populate CPS with required information in line with legislation changes</li> </ul>	Alison McKenzie Folan	People service	Sept 09		Currently exploring an integrated HR and payroll system

Task	Responsible Officer	Resources	Target end	Status Q3	Comments
▪ Re-structure Print, Repro and ICT	Pete Livesey	Staff from within the existing functions	Apr 09		Gradings sought
▪ Transfer Democratic and Member services to BSS	Kevin Lawson	Staff from within the existing functions	June 08		Completed on 1 August
▪ Service Review of Markets	Terry Dunn	Staff from within the existing functions	Sept 08		Completed
▪ Improved commissioning of Legal Services (Barristers) with emphasis on efficiency and Value for Money	Kevin Lawson	Staff from within the existing functions	Mar 09	 Ongoing	Progressing – on target
▪ All support services to adopt more commercial practices to customers and transparency in costs in areas such as cost estimates, SLA's staffing etc and these should be reviewed annually	Terry Dunn	Within existing resources	April 2010	 Ongoing	Introduction of Relationship Manager role and SLA to be rolled out April 2009
▪ Unify Payroll functions	Alison McKenzie Folan	Existing payroll staff	Mar 09	 Ongoing	Progressing – on target
▪ Programme of unification of HR policies across the Council	Alison McKenzie Folan	Within Personnel function	Dec 09	 Ongoing	Progressing – on target
▪ Service review of Internal Audit	Martyn Kenyon	Combined resources from Business Support Services and PPI team	Dec 09		Due to commence in January 2009

Task	Responsible Officer	Resources	Target end	Status Q3	Comments
▪ Implementation Agresso 5.5	Andrew Taylor	Within existing resources	Sept 09	●	Target end date has been adjusted to September 2009 due to re-structure
▪ Set up performance management structure within Business Support Services	Service Directors BSS	Within existing resources	Mar 09	●	On target
▪ Tenanted non residential property review	Ian Capper	Within existing resources	Sept 09	★	Now programmed for quarter 4
▪ Achieve targets for Benefits service	Joe Feeney	Within existing resources	Mar 09	● Ongoing	Progressing – on target
▪ Roll out pilot of mobile / home working	Joe Feeney	Within existing resources	Mar 09	● Ongoing	Pilot successful – Corporate policy adopted and further home workers expected to be included in this way of working.
▪ Introduction of Lone worker security system.	Joe Feeney	Within existing resources	May 2009	●	Previous problems with the preferred supplier have now been resolved and we now have a new implementation target of May 2009
▪ Installation of electronic claim form	Joe Feeney	Within existing resources	March 09	● Ongoing	Progressing – on target
▪ Setting up of Benefits contact centre with extended hours service	Joe Feeney	Within existing resources	Sept 08	● Ongoing	Completed 29/09/08

<b>Task</b>	<b>Responsible Officer</b>	<b>Resources</b>	<b>Target end</b>	<b>Status Q3</b>	<b>Comments</b>
<ul style="list-style-type: none"> <li>▪ Replacement of Council Tax, Housing Benefit &amp; Council Tax Benefit System</li> </ul>	Alan Cartwright & Joe Feeney	Staffing - will require secondment of existing employees supported by use of temporary staff	October 2010	● Early stages of initiating project - developing specification / procurement	Essential replacement of core financial systems
<ul style="list-style-type: none"> <li>▪ Roll out Automated Update Direct Debit Instruction Service (AUDDIS)</li> </ul>	Alan Cartwright	Within existing resources	October 09	● Ongoing	Target end date revised as needs of other systems have priority and may impact on the requirements.
<ul style="list-style-type: none"> <li>▪ Implement Paperless Direct Debit</li> </ul>	Alan Cartwright	Within existing resources	Mar 09	● Ongoing	Progressing – on target
<ul style="list-style-type: none"> <li>▪ Implement Bank Credit refund facility</li> </ul>	Alan Cartwright	Within existing resources	Mar 09	● Ongoing	Progressing – on target
<ul style="list-style-type: none"> <li>▪ Tender for Cash in Transit Service</li> </ul>	Alan Cartwright	Within existing resources	June 09	● Ongoing	Target end date revised due to Burnley Council procurement tender that allows AGMA authorities to opt in to under framework agreement.

## Risk management and business continuity

This section identifies the major risks to delivering our plans, including 'business continuity' risks, and the tasks that control them.

### General risks

Risk	Task	Responsible Officer	Resources	Target end	Status	Comments
Failure to identify and address significant risks	Carry out annual review of department risk register	Martyn Kenyon	Input from respective DMT members	January 2009	★ Completed ahead of schedule	All risks identified and action to manage them established.
Inability to restore or maintain key services in the event of a major incident	Carry out annual review of business continuity arrangements	Martyn Kenyon	Input from respective DMT members	January 2009	★ Completed ahead of schedule	Plans for critical functions are tested and agreed to be sound

Equality and Diversity Action Plan 2008/9							
Equality and diversity issue	Priority	Action planned	Responsible Officer	Resources	Target start	Target end	Comments / progress
Ensure Department attains ESLG level 3 status	High	Continue building on the success of attaining ESLG Level 3 and embedding equality and diversity into our core business activities	Terry Dunn	Within existing resources	April 2008	Sept 2008	● Achieved successful accreditation and continuing working on action planned
Review standard documents to ensure they conform to the Corporate Style Guide	High	Review all documentation and ensure all new documentation complies with the Council's style guide. Ensure documents are 'signed off' when needed.	Heads of Service	Admin Support	April 2008	June 2008	● Appropriate documents are compliant
Ensure staff are aware of plain English guidance	High	Employees to have attended Plain English training Communicate through team briefings, staff newsletter etc	Heads of Service	All staff	April 2008	June 2008	● All employees are aware of the plain English guidance. Relevant employees have been trained
Modify Standard Instruction forms to include a request to instructing departments to highlight any Equality and Diversity issues which need to be addressed when dealing with customers	High	Modification of documentation	Account Managers	All staff	April 2008	Sept 2008	● Standard instruction forms have been modified

Equality and Diversity Action Plan 2008/9							
Equality and diversity issue	Priority	Action planned	Responsible Officer	Resources	Target start	Target end	Comments / progress
Equality and Diversity awareness training arranged for all staff across the seven social identity areas	High	All staff have either been trained or are on the waiting list for training.	Heads of Service	All staff	April 2008	Sept 2008	● All staff have received awareness training across the seven social identity areas
Investigate the possible publication of Statutory Orders on the Councils website	Medium	Investigate and take required action	John Mitchell	Legal Staff / Corporate web team	April 2008	Sept 2008	● Decision either not to publish or orders published on website
Each Division to implement the Council's new Corporate Procurement Policy when launched	High	Communicate and implement policy	Heads of Service	All staff	On completion of relevant training	On-going	Awaiting launch
Each Division to implement the Council's new translation and interpretation policy when launched	High	Communicate and implement policy	Heads of Service	All staff	Immediate	On-going	Awaiting launch
Undertake an audit of each Divisions employment practices and how they meet the requirements of the Disability Discrimination Act	Medium	Undertake audit and make appropriate adjustments	Heads of Service	Awaiting Corporate programme			Awaiting Corporate programme
Incorporate Equality and Diversity issues into the stall lettings procedure	High	Incorporate equality and diversity issues into the stall lettings procedure	Phil Edge	Markets Staff / Property Division DMT	April 2008	Sept 2008	● Forms now available in other languages

Equality and Diversity Action Plan 2008/9							
Equality and diversity issue	Priority	Action planned	Responsible Officer	Resources	Target start	Target end	Comments / progress
Consider providing alternative washing and toilet facilities for traders of different faiths	High	Researching and investigating needs	Phil Edge	Markets Staff / Property Division DMT	April 2008	Sept 2008	▲ Still establishing requirements Target end date to be revised from Sept 2008 to April 2009 as transferring into Environmental Services.
Consider providing baby changing and creche facilities within the Indoor Market Halls	Medium	Investigate and research into options available	Phil Edge	Markets Staff / Property Division DMT	April 2008	Sept 2008	▲ Options to be identified Target end date to be revised from Sept 2008 to April 2009 as transferring into Environmental Services.
Enforcement of the 2 tile rule to ensure aisles are accessible	Medium	Ensure that two tile rule is enforced. Communicate with traders	Phil Edge	Markets Staff	On-going	On-going	● On-going
Reasonable adjustment made to service delivery including possible use of ground floor accommodation as a contact point for both disabled traders and customers	Medium	Make reasonable adjustments to service delivery	Phil Edge	Markets Staff / Property Division DMT	April 2008	Sept 2008	▲ Still establishing requirements Target end date to be revised from Sept 2008 to April 2009 as transferring into Environmental Services.