

# **Disability and Carers Service**

## Disability Equality Action Plan

Objective	Action	Timescale	Intended Outcome	Progress
<p>1. To offer products to our customers in a range of accessible formats</p> <p>To provide our customers with a range of ways to access our services</p> <p>To help our customers with communication difficulties to access our services</p>	<p>1.1a Continue the development of products in alternative formats</p>	<p>2006 – 2009</p>	<p>Customers can access and receive information in their preferred format</p>	<p>All of our business units continue to have an alternative communications team or nominated officers who are responsible for ensuring that customers receive products in alternative formats. They deal with the end-to-end claims process for customers who require alternative formats. Due to increased publicity, more customers are receiving our products in different formats e.g.:</p> <ul style="list-style-type: none"> <li>• Braille</li> <li>• Large print</li> <li>• British Sign Language</li> <li>• Audio</li> </ul> <p>We now use the Departmental interpreting contractor 'thebigword' to arrange interpreters as required</p> <p>We have implemented the new Departmental textphone standards</p> <p>Our leaflet review is progressing well. The first set of new leaflets is due to be published by December 2007</p>

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<p>1. To offer products to our customers in a range of accessible formats</p> <p>To provide our customers with a range of ways to access our services</p> <p>To help our customers with communication difficulties to access our services (continued)</p>	<p>(See above)</p> <p>1.1b Investigate suggested improvements to claim forms</p>	<p>(See above)</p> <p>June 2007</p>	<p>(See above)</p> <p>Customers can access and receive information in their preferred format</p>	<p>We are implementing the Departmental accessibility standards for customer services</p> <p>We continue to use outreach events to promote the availability of alternative formats</p> <p>Our Advisory Forum and other external partners are engaged to advise and review alternative formats</p> <p>Completed. Further work to continuously improve claim forms is ongoing</p> <p>Our Carers Allowance claim pack now promotes increased awareness of accessibility and alternative formats. It includes a question about large print and Braille availability on the front page of the claim pack notes in the October 2007 version and the April 2008 version will be edited by the Plain English Campaign</p> <p>Our Attendance Allowance claim form is being reviewed. Improvements include:</p> <ul style="list-style-type: none"> <li>• addition of a question asking customers about their accessibility needs</li> <li>• a tear off front page so customers can keep important information</li> <li>• developed in tick box format</li> </ul>



Objective	Action	Timescale	Intended Outcome	Progress
<p>1. To offer products to our customers in a range of accessible formats</p> <p>To provide our customers with a range of ways to access our services</p>	<p>1.2 Progress and support Alternative Office Arrangements with The Pension Service</p>	<p>December 2007</p>	<p>Increase the choice and number of channels for customers to access our services</p>	<p>Completed. Further work on trial and evaluation undertaken in July 2007</p> <p>We plan to encourage Alternative Offices from customer specific organisations, especially those in the harder to reach categories e.g. disability, children, mental health, rural and ethnic minority communities</p> <p>The Pension Service pilot in the Midlands to send all visit requests from our customers to their local service is going well</p>
<p>To help our customers with communication difficulties to access our services (continued)</p>	<p>1.3 Further develop and learn from our outreach work</p>	<p>2006 – 2009</p>	<p>Improve access and awareness of disability benefits for harder to reach and vulnerable customers</p>	<p>We are adopting a corporate approach to outreach, ensuring that all communities and areas of the country are reached. By working with third party intermediaries, providing them with the working knowledge of our benefits so that they can inform potential customers of the provision and help that is available to them. We aim to reach and engage specific customer groups and those who tend not to use mainstream services in particular; children, ethnic minority groups and people with mental health disabilities</p>

Objective	Action	Timescale	Intended Outcome	Progress
1. To offer products to our customers in a range of accessible formats	1.3 ( <i>continued</i> )	(See above)	(See above)	Staff who work in the community continue to be provided with relevant skills/training/disability awareness  An insight function is being created to identify further positive actions to improve our customer services
To provide our customers with a range of ways to access our services	1.4 Increase customer access to and awareness of our online services	December 2007	Increase the choice and number of channels for customers to access our services	Completed  Electronic claiming and electronic change of circumstances is now available across our benefits  Our outreach work promotes the Directgov website as a route to benefit, local area and rights information
To help our customers with communication difficulties to access our services ( <i>continued</i> )	1.5 Continue to work with our partners and stakeholders to explore opportunities for joined-up services, for example Citizens Advice, Primary Care Trusts	2006 – 2009	Improve the experience of and work efficiently with our partners and stakeholders	Our Advisory Forum and Family Carers Group provide the preliminary mechanism for early face-to-face consultation with groups who represent customers with a wide range of impairments as well as carers and children's organisations. This provides us with two-way communication and interaction with customer representatives at an early stage, ensuring that diversity is key in the development of change

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1. To offer products to our customers in a range of accessible formats	1.5 (continued)	(See above)	(See above)	We have set up a working group with representatives from the voluntary sector to look specifically at service provision to families and children  Our engagement with Local Authorities continues
To provide our customers with a range of ways to access our services	1.6 Apply learning from the Carers Allowance contact centre pilot evaluation	December 2007	Improve and inform our modernisation plans	Completed  Textphone and alternative format work has been moved to a dedicated area to enhance the individual service to our customers with specific needs
To help our customers with communication difficulties to access our services (continued)				
2. To build trust of the Disability and Carers Service within communities	2.1 Investigate how we can make more effective reasonable adjustments to our processes to take account of customers' individual needs, e.g. support with completion of claims	December 2007 – 2009	Improve access to and awareness of disability benefits for all customers, providing a more inclusive service to all	We are currently identifying how our communication products meet the Departmental accessibility standards and are introducing improvements to ensure we are able to meet the requirements of our customers with diverse needs  We are piloting a question to capture customers' specific needs on the Attendance Allowance claim pack, which is being tested in September 2007
To improve the awareness levels of our staff in relation to disability				

Objective	Action	Timescale	Intended Outcome	Progress
2. To build trust of the Disability and Carers Service within communities To improve the awareness levels of our staff in relation to disability (continued)	2.1 (continued)	(See above)	(See above)	<p>The Local Pension Service pilot conducted in the Midlands, provides an effective service for Disability Living Allowance/Attendance Allowance applicants of all ages who require:</p> <ul style="list-style-type: none"> <li>• a home visit to help complete a form</li> <li>• an appointee referral (assessing whether the customer needs an appointee and whether the appointee is appropriate)</li> </ul> <p>This offers more choice and a co-ordinated service for our customers</p>
	2.2 Repeat our Community 500 initiative every year	2006 – 2009	Staff gain a greater insight into the lives of people with disabilities and their carers, promoting positive attitudes towards disabled people	<p>Our Community 500 initiative is being expanded to include 1000 staff in 2007/2008</p> <p>Community 5000 is being adopted across the Department and is due to be launched in 2008</p>

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<p>2. To build trust of the Disability and Carers Service within communities</p> <p>To improve the awareness levels of our staff in relation to disability (continued)</p>	<p>2.3 Evaluate the effectiveness of information provided to staff regarding the disclosure of information (see 6.1)</p>	<p>June 2007</p>	<p>Improve the experience and work efficiently with our customers, partners and stakeholders</p>	<p>Completed</p> <p>We have continued to act on feedback about our processes for disclosing information to customer representatives. We have adopted a new approach which is already paying dividends. Following a pilot, all of our business units are now providing named contacts for all enquiries from third party representatives who act as customer case managers</p> <p>In addition, managers have reminded staff of the correct procedures and a simple 'blue card' file marking system has proved to be an effective solution</p>
<p>3. To involve our customers in telling us about and helping us to improve the services we provide</p>	<p>3.1 Conduct an annual customer service survey and act on the findings</p>	<p>2006 – 2009</p>	<p>Improve the experience of our customers and their representatives</p>	<p>Our customer service satisfaction survey is sent out to 21,000 customers. The 2006/2007 survey showed that 86% of our customers were satisfied with the service we provided</p> <p>The survey specifically covers questions on accessibility. Of customers who receive communications in alternative formats, 92% are satisfied with the service they receive</p>

Objective	Action	Timescale	Intended Outcome	Progress
3. To involve our customers in telling us about and helping us to improve the services we provide ( <i>continued</i> )	3.1 ( <i>continued</i> )	(See above)	(See above)	Specific research into issues affecting customers with mental health issues is a priority for 2007/2008  We also plan to review our disability codes. This will mean that it will be easier to see the relationship between the disability code we record and how customers view their own disability
	3.2 Analyse customer complaints and act on the findings	Ongoing	Improve the experience of our customers and their representatives	Analysis of official correspondence continues to take place each month and the data from this forms a trend report that is distributed to all operational managers to act on recommendations  All of our business units analyse their own complaints and take actions where required at a local level
	3.3 Develop a mystery shopping programme	2006 – 2007	Independent validation of the experience of our customers and their representatives	Completed. Our mystery shopping programme is ongoing and will be evaluated

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<p>3. To involve our customers in telling us about and helping us to improve the services we provide <i>(continued)</i></p>	<p>3.3 <i>(continued)</i></p>	<p>(See above)</p>	<p>(See above)</p>	<p>Results have indicated that we could do better when helping customers with accessibility communication requirements. We have acted on the feedback and introduced changes such as:</p> <ul style="list-style-type: none"> <li>• improved visibility of signage in offices to direct customers to alternative formats</li> <li>• increased staff awareness</li> </ul> <p>Our mystery shopping programme was implemented in January 2007</p>
	<p>3.4 Develop an informal feedback mechanism for our website</p>	<p>December 2007</p>	<p>Improve the experience of our customers and their representatives</p>	<p>Completed</p> <p>Information about how to contact us or provide feedback is now available on our external website</p>
	<p>3.5 Progress carer's issues raised with the Family Carers Group/Advisory Forum</p>	<p>December 2007</p>	<p>Identify any potential areas of under-representation in our service delivery</p>	<p>Initial part completed. Work is ongoing and we will continue to report 2007 – 2009</p> <p>To ensure our Advisory Forum works effectively members, including carers organisations, were asked how it can be improved e.g. were there are any gaps in membership regarding carers. Responses showed carers were well represented</p>

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3. To involve our customers in telling us about and helping us to improve the services we provide ( <i>continued</i> )	3.5 ( <i>continued</i> )	(See above)	(See above)	<p>To address children issues we have set up a working group for child customers. Members include:</p> <p>Child Poverty Action Group, Council for Disabled Children, Centre 404, Council for Disabled Children, National Children's Bureau, National Autistic Society, CLIC Sargent (Cancer and Leukaemia in Childhood), Contact a Family, SCOPE, Mencap, Association for all Speech-Impaired Children and Association for Spina Bifida and Hydrocephalus</p> <p>The group will initially focus on improvements in benefit awareness to families as well as the content of and accessibility to the information provided. This includes understanding where parents/carers come in contact with support services such as Doctors, National Health Service (NHS), Local Authorities, children's information services etc. and making sure they are aware of the information at all points of contact</p> <p>The working group will also look at simplifying the claim form. This work will be supported by other initiatives we have started such as developing improved medical guidance for our decision makers</p>

Objective	Action	Timescale	Intended Outcome	Progress
3. To involve our customers in telling us about and helping us to improve the services we provide <i>(continued)</i>	3.6a Investigate and progress the inclusion of disability monitoring in future customer surveys, research and complaints	December 2007	Identify any potential areas of under-representation in our service delivery	Completed Information on disability, gender and race is collected in our annual customer service satisfaction survey. Results from disability and gender in particular are analysed at a high level
	3.6b Progress the capability to gather and analyse disability data through our benefit claim processes in accordance with Departmental monitoring standards	Ongoing	As above	Work is at initial stage to identify the processes required to gather data
	3.7 Identify a specific lead manager/team responsible for progressing customer diversity issues	June 2007	Establish a specific contact point with overall responsibility for customer diversity issues	Completed We appointed a customer diversity and equality champion in April 2007 All of our business units have a lead contact for customers who require alternative formats

Objective	Action	Timescale	Intended Outcome	Progress
3. To involve our customers in telling us about and helping us to improve the services we provide ( <i>continued</i> )	3.8 Evaluate customer involvement to date, highlight and take action to increase levels and address any gaps in representation	June 2007	Ensure appropriate customer representation and ongoing involvement in review and reporting	Completed. Work is ongoing and we will continue to report on progress Steps are now being taken to improve representation from ethnic minority groups
	3.9 Incorporate responsibility for local involvement into the outreach strategy	June 2007 2007 – 2009	Ensure involvement of individuals and local representative organisations	Work is ongoing with Departmental partners to determine the strategy Where initiatives are piloted locally we ensure that local welfare rights and customer representative groups are aware and provided with appropriate information. They are also invited to attend an evaluation event where we share findings
	3.10 Improve the customer involvement in the diversity impact assessments process	December 2008	Ensure that customer impacts are comprehensively considered and consulted against	Completed All line managers and staff were provided with mandatory equality training that was completed in December 2006 Our external relations team is considering good practice and customer involvement

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<p>4. To offer a better service to staff in putting reasonable adjustments in place and increasing awareness of the DDA</p>	<p>4.1a Reasonable adjustments – improve the process for getting equipment required by staff by working with the Department</p>	<p>2006 – 2007</p>	<p>Staff have the equipment they require within a reasonable timescale</p>	<p>We continue to enhance the role of the Disabled Persons Officer who support line managers and staff in the assessment and procurement process. They monitor specialist equipment requests and produce quarterly reports</p> <p>In the quarter returns for December 2006, March 2007 and June 2007 (no further information available at time of publishing), we reported no reasonable adjustments outstanding over 6 months</p>
	<p>4.1b Monitor and measure the results to ensure improvement</p>	<p>2006 – 2007</p>	<p>Staff have the equipment they require within a reasonable timescale</p>	<p>Our human resources diversity and equality team continue to monitor the Disabled Person's Officer database to measure improvements and the action taken to address potential delays</p>

Objective	Action	Timescale	Intended Outcome	Progress
<p>4. To offer a better service to staff in putting reasonable adjustments in place and increasing awareness of the DDA (<i>continued</i>)</p>	<p>4.2 Better awareness of the DDA and support in relation to absence management processes – awareness talks to local management teams to cascade to all staff</p>	<p>2008</p>	<p>Improve awareness and understanding of line managers and staff  Introduce assurance process</p>	<p>All line managers and staff were provided with mandatory equality training that was completed in December 2006  Information is available on the Department's internal website  All managers were provided with up-skilling in the improved policies between August and December 2006</p>
<p>5. To improve line manager awareness and attitudes towards disability issues</p>	<p>5.1a Achieve a culture change surrounding line manager attitudes towards disability</p>	<p>2006</p>	<p>Improve awareness and understanding of line managers and staff  Introduce assurance process</p>	<p>All line managers and staff were provided with mandatory equality training that was completed in December 2006  We participated in the Department's diversity celebration event held in June 2007, for line managers and staff to take part in learning to learn and sharing best practice  The role of our executive management team as diversity champions is changing and progressing further to support line managers. Each member of the team has responsibility for a specified diversity strand</p>

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<p>5. To improve line manager awareness and attitudes towards disability issues (<i>continued</i>)</p>	<p>5.1 b Line managers and staff to complete mandatory training modules on the new legislation</p>	<p>2006</p>	<p>As above</p>	<p>Completed</p> <p>All line managers and staff were provided with mandatory equality training that was completed in December 2006</p> <p>The diversity training is covered within induction and throughout the delivery of new entrant courses. New entrants receive an equality and diversity session which covers broad themes and they are also given more information in packs to take away</p>
	<p>5.1 c Hold awareness sessions to provide line managers and staff with information regarding their responsibilities under new legislation</p>	<p>2006</p>	<p>Improve awareness and understanding of line managers and staff</p>	<p>Completed</p> <p>All line managers and staff were provided with mandatory equality training that was completed in December 2006</p>

Objective	Action	Timescale	Intended Outcome	Progress
5. To improve line manager awareness and attitudes towards disability issues ( <i>continued</i> )	5.2a Promote the Disabled Persons Officer role	2006 – 2008	<p>Improve awareness and understanding of line managers and staff</p> <p>Introduce assurance process</p>	<p>Each of our business units has a Disabled Persons Officer responsible for liaising with staff who require reasonable adjustments to enable them to carry out their duties effectively. This role is now embedded across our organisation and will be reviewed by the end of April 2008</p> <p>If any reasonable adjustments are required, the Disabled Persons Officer liaises with the relevant contractor and their service partners to ensure that any equipment etc. is delivered within the allotted timescale</p> <p>All Disabled Persons Officers promote their role within their individual business unit for example by offering awareness sessions, participation in induction courses and placing information on their intranet site</p>
	5.2b Give awareness talks to local management teams	2006 – 2008	<p>Improve awareness and understanding of line managers and staff</p>	<p>All line managers and staff were provided with mandatory equality training completed December 2006</p> <p>The Disabled Persons Officer role is now embedded across the organisation and will be reviewed by the end of April 2008</p>

Objective	Action	Timescale	Intended Outcome	Progress
<p>5. To improve line manager awareness and attitudes towards disability issues (<i>continued</i>)</p>	<p>5.2c Publish internal website articles explaining roles</p>	<p>2006 – 2008</p>	<p>Improve awareness and understanding of line managers and staff</p>	<p>Articles explaining the Disabled Persons Officer role have been published on our internal website</p>
	<p>5.2d Disabled Persons Officer to promote own role within relevant site</p>	<p>2006 – 2008</p>	<p>Improve awareness and understanding of line managers and staff</p>	<p>The Disabled Persons Officer role is now embedded across the organisation and will be reviewed by the end of April 2008</p> <p>All Disabled Persons Officers conduct awareness activities within their respective area. For example:</p> <p><b>Disability Benefits Centre – Manchester</b></p> <p>Posters are displayed with Disabled Persons Officer contact details. The Disabled Persons Officer is a member of diversity and equality focus group and ensures visibility in the office when risk assessments are put in place. Learning and development days held in June 2007 included the Disabled Persons Officer on the diversity and equality focus group stand</p>

Objective	Action	Timescale	Intended Outcome	Progress
5. To improve line manager awareness and attitudes towards disability issues ( <i>continued</i> )	5.2.d ( <i>continued</i> )	(See above)	(See above)	<p><b>Disability Contact and Processing Unit – Blackpool</b></p> <p>Have their own Disabled Persons Officer internal website page where information is posted on notice boards including contact details and information on disability issues. They liaise with local health and safety personnel who are currently updating staff on the new workstation risk assessment process</p>
6. To offer appropriate disability awareness training	6.1a Review and provide appropriate disability awareness training and support for line managers and staff	2008	<p>Improve awareness and understanding of line managers and staff</p> <p>Introduce assurance process</p>	<p>Our Disability Specialist Group/ Professionalism in Decision Making and Appeals continue to provide customer centric awareness programmes to meet business demands on an ongoing basis. Their portfolio of customer focused learning is being reviewed to align to Professionalism in Decision Making and Appeals using work based learning principles</p> <p>Other communications issued to staff include an internal website article and practical guide titled 'Supporting Staff with Unpredictable and Sensitive Disabilities/ Conditions in the Workplace'</p>

Objective	Action	Timescale	Intended Outcome	Progress
<p>6. To offer appropriate disability awareness training <i>(continued)</i></p>	<p>6.1b Continue to use the Disability Specialist Group to provide awareness training</p>	<p>2008</p>	<p>Improve awareness and understanding of line managers and staff</p>	<p>Our Disability Specialist Group/ Professionalism in Decision Making and Appeals continue to provide customer centric awareness programmes to meet business demands on an ongoing basis. Their portfolio of customer focused learning is being reviewed to align to Professionalism in Decision Making and Appeals using work based learning principles</p> <p>Other communications issued to staff include an internal website article and practical guide titled 'Supporting Staff with Unpredictable and Sensitive Disabilities/ Conditions in the Workplace'</p>
	<p>6.1c Continue to develop the Disabled Persons Officer role</p>	<p>2006 – 2008</p>	<p>Improve awareness and understanding of line managers and staff</p> <p>Introduce assurance process</p>	<p>Each of our business units has a Disabled Persons Officer responsible for liaising with staff who require reasonable adjustments to enable them to carry out their duties effectively. This role is now embedded across our organisation and will be reviewed by the end of April 2008</p> <p>If any reasonable adjustments are required the Disabled Persons Officer liaises with the relevant contractor and their service partners to ensure that any equipment etc. is delivered within the allotted timescale</p>

Objective	Action	Timescale	Intended Outcome	Progress
6. To offer appropriate disability awareness training <i>(continued)</i>	6.1.c <i>(continued)</i>	(See above)	(See above)	All Disabled Persons Officers promote their role within their individual business unit, for example by offering awareness sessions, participation in induction courses and placing information on their internal website
7. To ensure that staff are involved in implementing and reviewing our scheme	7.1a Involve disabled staff in the development and review of current and future schemes and action plans	2006 – 2009	Ensure that staff priorities are identified and actioned	Our established staff network groups are under review to increase involvement of disabled staff at business level. When this is complete they will have a key role in taking forward work from the schemes and action plans
	7.1b Conduct an annual online survey to monitor progress and identify future priorities	2006 – 2009	Ensure that staff priorities are identified and progress on them monitored	We will develop a new human resource survey when the review of our staff network groups is completed
	7.1c Collect and evaluate feedback from the staff diversity network group (diversity and equality network group)	2006 – 2009	Identify positive and negative areas and take action to improve	Our established staff network groups are under review and the new structure will allow for the collection of more meaningful data in relation to disabled staff

## Gender Equality Action Plan

Objective	Action	Timescale	Intended Outcome	Progress
1. To ensure that our decision making processes are consistent in relation to gender	1.1 Investigate queries raised in relation to nighttime care needs Take action, if required, to address any discrimination	December 2007	Resolve any issues present	Completed We have decision making guidance for this issue, which states that the decision maker has to consider the reasonableness and practicality of any alternative solution being considered regardless of gender. A reminder about this was issued in the Decision Makers Exchange in July 2007
2. To investigate the impact of our operational hours in relation to gender	2.1 Review the impact assessment of our operational hours in relation to gender, for example on people with caring responsibilities	December 2007	Resolve any issues present	Completed Results indicate the majority of our customers prefer to contact us during normal working hours (weekdays between 7:30am and 6:30pm). We also offer extended opening hours on our Benefit Enquiry Line between 9:00am and 1:00pm on Saturdays
3. To involve our customers in telling us about and helping us to improve the services we provide	3.1a Investigate and progress the inclusion of monitoring in future customer surveys, research and complaints	December 2007	Identify any potential areas of under-representation in our service delivery	Completed Information on disability, gender and race is collected in our annual customer service satisfaction survey. Results from disability and gender in particular are analysed at a high level

Objective	Action	Timescale	Intended Outcome	Progress
3. To involve our customers in telling us about and helping us to improve the services we provide ( <i>continued</i> )	3.1b Progress the capability to gather and analyse this data through our benefit claim processes in accordance with Departmental monitoring standards	Ongoing	Identify any potential areas of under-representation in our service delivery	Work is at initial stage to identify the processes required to gather data
	3.2 Identify a specific lead manager/team responsible for progressing customer diversity issues	June 2007	Establish a specific contact point with overall responsibility for customer diversity issues	Completed We appointed a customer diversity and equality champion in April 2007 All of our business units have a lead contact for customers who require alternative formats
	3.3 Evaluate customer involvement to date, highlight and take action to increase levels and address any gaps in representation	June 2007	Ensure appropriate customer representation and ongoing involvement in review and reporting	Completed. Work is ongoing and we will continue to report on progress Steps are now being taken to improve representation from ethnic minority groups

Objective	Action	Timescale	Intended Outcome	Progress
<p>3. To involve our customers in telling us about and helping us to improve the services we provide <i>(continued)</i></p>	<p>3.4 Incorporate responsibility for local involvement into the outreach strategy</p>	<p>June 2007 – 2009</p>	<p>Ensure involvement of individuals and local representative organisations</p>	<p>Work is ongoing with Departmental partners to determine the strategy</p> <p>Where initiatives are piloted locally we ensure that local welfare rights and customer representative groups are aware and provided with appropriate information. They are also invited to attend an evaluation event where we share findings</p>
	<p>3.5 Improve the customer involvement in the diversity impact assessments process</p>	<p>December 2008</p>	<p>Ensure that customer impacts are comprehensively considered and consulted against</p>	<p>Completed.</p> <p>All line managers and staff were provided with mandatory equality training that was completed in December 2006</p> <p>Our external relations team is considering good practice and customer involvement</p>
<p>4. To improve awareness and understanding of the work-life balance</p>	<p>4.1a We need to challenge the assumption that work-life balance issues are more likely to affect female members of staff rather than all staff</p>	<p>2008</p>	<p>Make sufficient data available to ensure equality, report on progress and identify areas for improvement</p>	<p>A quarterly report produced for our human resources director covers details of our performance in relation to work-life balance. It includes current staffing figures in relation to the numbers of staff working part-time hours by gender, age and grade. This report supports workforce planning issues particularly in our larger sites</p> <p>See also Gender 2.1</p>

Objective	Action	Timescale	Intended Outcome	Progress
4. To improve awareness and understanding of the work-life balance ( <i>continued</i> )	4.1b Organise work-life balance day across the business, providing information and awareness to all staff of family-friendly policies	2008 – 2009	Ensure staff are aware of the policies and manage their work-life balance effectively	Preparation has unfortunately been delayed due to an internal reorganisation. Timescales have been reconsidered and amended to 2008 – 2009
	4.2a Involve staff in the review and development of current and future schemes and action plans	2006 – 2009	Ensure that staff priorities are identified and actioned	Our established staff network groups are under review, when this is complete they will have a key role in taking forward work from the schemes and action plans
	4.2b Conduct an annual on-line survey to monitor progress and identify future priorities	2006 – 2009	Ensure that staff priorities are identified and progress on them monitored	We will develop a new human resource survey when the review of our staff network groups is completed
	4.2c Collect and evaluate feedback from staff Diversity and Equality Network Group to inform future planning	2006 – 2009	Identify positive and negative areas and take action to improve	Our established staff network groups are under review and the new structure will allow for the collection of more meaningful data in relation to staff and gender

## Race Equality Action Plan

Objective	Action	Timescale	Intended Outcome	Progress
<p>1. To help remove any language barriers that exist for our customers</p> <p>To increase confidence in the Disability and Carers Service within different customer communities</p>	<p>1.1 Investigate language barriers to accessing our services and generate solutions to improve the customer experience</p>	<p>December 2008</p>	<p>Improve the experience for our customers and their representatives</p>	<p>Completed</p> <p>‘thebigword’ interpreting contract is proving to be successful and more languages are being added to those already available. The service has been steadily improving in efficiency and there were no reported problems in the quarter April to June 2007</p> <p>Our outreach actively promotes access to our services for different customer communities. For example, at our Disability Benefits Centre in the Midlands our staff assist at events where specific language skills are required e.g. when we attended the National Mela, Urdu, Punjabi and Hindi speakers assisted at our stand. When we delivered an awareness session to a Chinese community group a Cantonese speaker assisted with the presentation and audience questions</p>

Objective	Action	Timescale	Intended Outcome	Progress
<p>1. To help remove any language barriers that exist for our customers</p> <p>To increase confidence in the Disability and Carers Service within different customer communities (<i>continued</i>)</p>	<p>(See above)</p>	<p>2008</p>	<p>(See above)</p>	<p>We also use in-house translators/interpreters and are currently reviewing how this is managed</p> <p>Our customer information leaflet is currently available in 11 languages. The most popular languages requested by customers are being examined as part of the leaflet review</p>
	<p>1.2 Further develop and learn from our outreach work</p>	<p>Ongoing</p>	<p>Improve access and awareness of disability benefits for harder to reach and vulnerable customers</p>	<p>We are adopting a corporate approach to outreach, ensuring that all communities and areas of the country are reached. By working with third party intermediaries, providing them with working knowledge of our benefits so that they can inform potential customers of the provision and help that is available to them. We aim to reach and engage specific customer groups and those who tend not to use mainstream services in particular; children, ethnic minority groups and people with mental health disabilities</p> <p>An insight function is being created to identify further positive actions to improve our customer services</p>

Objective	Action	Timescale	Intended Outcome	Progress
2. To improve the awareness levels of our staff in relation to different cultures	2.1a Conduct awareness training for staff regarding specific race issues	2006 – 2008	<p>Improve awareness and understanding of line managers and staff</p> <p>Introduce an assurance process</p>	<p>All line managers and staff were provided with mandatory equality training that was completed in December 2006</p> <p>Race awareness continues with articles on our internal website</p>
	2.1b Line Managers and staff to complete mandatory training modules on new legislation	2006 – 2008	<p>Improve awareness and understanding of line managers and staff</p> <p>Introduce an assurance process</p>	<p>All line managers and staff were provided with mandatory equality training that was completed in December 2006</p>
	2.1c Hold awareness sessions that will provide line managers and staff with information regarding their responsibilities under new equality legislation	2006 – 2008	<p>Improve awareness and understanding of line managers and staff</p> <p>Introduce an assurance process</p>	<p>All line managers and staff were provided with mandatory equality training that was completed in December 2006</p>

Objective	Action	Timescale	Intended Outcome	Progress
3. To involve our customers in telling us about and helping to improve the services we provide	3.1a Investigate and progress the inclusion of disability monitoring in future customer surveys, research and complaints	December 2007	Identify any potential areas of under-representation in our service delivery	Completed Information on disability, gender and race is collected in our annual customer service satisfaction survey. Ethnicity information is being developed to yield as much information as possible and other methods of collection are also being actively explored.
	3.1b Progress the capability to gather and analyse this data through our benefit claim processes in accordance with Departmental monitoring standards	Ongoing	As above	Work is at initial stage to identify the processes required to gather data
	3.2 Identify a specific lead manager/team responsible for progressing customer diversity issues	June 2007	Establish a specific contact point with overall responsibility for customer diversity issues	Completed We appointed a customer diversity and equality champion in April 2007 All of our business units have a lead contact for customers who require alternative formats

Objective	Action	Timescale	Intended Outcome	Progress
<p>3. To involve our customers in telling us about and helping to improve the services we provide (<i>continued</i>)</p>	<p>3.3 Evaluate customer involvement to date, highlight and take action to increase levels and address any gaps in representation</p>	<p>June 2007</p>	<p>Ensure appropriate customer representation and ongoing involvement in review and reporting</p>	<p>Completed. Work is ongoing and we will continue to report on progress Steps are now being taken to improve representation from ethnic minority groups</p>
	<p>3.4 Incorporate responsibility for local involvement into the outreach strategy</p>	<p>June 2007 – 2009</p>	<p>Ensure involvement of individuals and local representative organisations</p>	<p>Work is ongoing with Departmental partners to determine the strategy Where initiatives are piloted locally we ensure that local welfare rights and customer representative groups are aware and provided with appropriate information. They are also invited to attend an evaluation event where we share findings</p>
	<p>3.5 Improve the customer involvement in the diversity impact assessments process</p>	<p>December 2007  2008</p>	<p>Ensure that customer impacts are comprehensively considered and consulted against</p>	<p>Completed All line managers and staff were provided with mandatory equality training that was completed in December 2006 Our external relations team is considering good practice and customer involvement</p>

Objective	Action	Timescale	Intended Outcome	Progress
<p>4. To provide clear guidelines for all staff regarding the use of languages other than English within the office</p> <p>To improve the awareness levels of our staff in relation to different cultures</p> <p>To ensure that our staff are involved in implementing and reviewing our scheme</p>	4.1 Investigate the use of different languages within our offices	2006 – 2008	Foster a more inclusive environment within the workplace	<p>Work is ongoing to promote acceptable behaviours and the use of different languages in our offices. Our continuing work on employee engagement will also help to provide progress on this area</p> <p>Staff are directed towards the Departmental diversity and equality race learning zone that helps staff gain a wider understanding of racial diversity. It gives staff the opportunity to consider their own ethnic background and their attitudes, actively encouraging inclusive behaviour</p>
	4.2a Conduct awareness training for staff regarding specific race issues	2006 – 2008	<p>Improve awareness and understanding of line managers and staff</p> <p>Introduce an assurance process</p>	<p>All line managers and staff were provided with mandatory equality training that was completed in December 2006</p> <p>Race awareness continues with articles on our internal website</p>
	4.2b Line managers and staff to complete mandatory training modules on new legislation	2006 – 2008	<p>Improve awareness and understanding of line managers and staff and staff</p>	All line managers and staff were provided with mandatory equality training that was completed in December 2006

Objective	Action	Timescale	Intended Outcome	Progress
<p>4. To provide clear guidelines for all staff regarding the use of languages other than English within the office</p> <p>To improve the awareness levels of our staff in relation to different cultures</p> <p>To ensure that our staff are involved in implementing and reviewing our scheme (<i>continued</i>)</p>	<p>4.2c Hold awareness sessions that will provide line managers and staff with information regarding their responsibilities under new equality legislation</p>		<p>Improve awareness and understanding of line managers and staff</p>	<p>All line managers and staff were provided with mandatory equality training that was completed in December 2006</p>
	<p>4.3a Involve staff in the review and development of current and future schemes and action plans</p>	<p>2006 – 2009</p>	<p>Ensure that staff priorities are identified and actioned</p>	<p>Our established staff network groups are under review, when this is complete they will have a key role in taking forward work from the schemes and action plans</p>
	<p>4.3b Conduct an annual on-line survey to monitor progress and identify future priorities</p>	<p>2006 – 2009</p>	<p>Ensure that staff priorities are identified and progress on them monitored</p>	<p>We will develop a new human resource survey when the review of our staff network groups is completed</p>
	<p>4.3c Collect and evaluate feedback from staff Diversity and Equality Network Group to inform future planning</p>	<p>2006 – 2009</p>	<p>Identify positive and negative areas and take action to improve</p>	<p>Our established staff network groups are under review and the new structure will allow for the collection of more meaningful data in relation to staff and ethnicity</p>

## Other Aspects of Diversity Action Plan

### Overall

Objective	Action	Timescale	Intended Outcome	Progress
<p>1. To involve our customers in telling us about and helping us to improve the services we provide</p> <p>To improve overall diversity awareness across business with achievable and measurable targets</p>	<p>1.1a Investigate and progress the inclusion of disability monitoring in future customer surveys, research and complaints</p>	<p>December 2007</p>	<p>Identify any potential areas of under-representation in our service delivery</p>	<p>Completed</p> <p>Information on disability, gender and race is collected in our annual customer service satisfaction survey. Results from disability and gender in particular are analysed at a high level. Ethnicity information is being developed to yield as much information as possible and other methods of collection are also being actively explored</p>
	<p>1.1b Progress the capability to gather and analyse this data through our benefit claim processes in accordance with Departmental monitoring standards (ethnicity, disability, gender, access needs)</p>	<p>Ongoing</p>	<p>Identify any potential areas of under-representation in our service delivery</p>	<p>Work is at initial stage to identify the processes required to gather data</p>

Objective	Action	Timescale	Intended Outcome	Progress
<p>1. To involve our customers in telling us about and helping us to improve the services we provide</p>	<p>1.2 Identify a specific lead manager/team responsible for progressing customer diversity issues</p>	<p>June 2007</p>	<p>Establish a specific contact point with overall responsibility for customer diversity issues</p>	<p>Completed We appointed a customer diversity and equality champion in April 2007 All of our business units have a lead contact for customers who require alternative formats</p>
<p>To improve overall diversity awareness across business with achievable and measurable targets (continued)</p>	<p>1.3 Evaluate customer involvement to date, highlight and take action to increase levels and address any gaps in representation</p>	<p>June 2007</p>	<p>Ensure appropriate customer representation and ongoing involvement in review and reporting</p>	<p>Completed. Work is ongoing and we will continue to report on progress Steps are now being taken to improve representation from ethnic minority groups</p>
	<p>1.4 Incorporate responsibility for local involvement into the outreach strategy</p>	<p>June 2007</p>	<p>Ensure involvement of individuals and local representative organisations</p>	<p>Work is ongoing with Departmental partners to determine the strategy Where initiatives are piloted locally we ensure that local welfare rights and customer representative groups are aware and provided with appropriate information. They are also invited to attend an evaluation event where we share findings</p>

Objective	Action	Timescale	Intended Outcome	Progress
1. To involve our customers in telling us about and helping us to improve the services we provide	1.5 Improve the customer involvement in the diversity impact assessments process	December 2007  2008	Ensure that customer impacts are comprehensively considered and consulted against	Completed  All line managers and staff were provided with mandatory equality training that was completed in December 2006  Our external relations team is considering good practice and customer involvement
To improve overall diversity awareness across business with achievable and measurable targets <i>(continued)</i>	1.6a Improve overall diversity awareness across business with achievable and measurable targets	2006 – 2008	Ensure that customer impacts are comprehensively considered and consulted against  Ensure that customer impacts are comprehensively considered and consulted against	Work continues to meet Departmental aspirational targets and to support the ten point plan. A quarterly report is produced for our human resources director to indicate current levels of performance
	1.6b Implement the diversity equality schemes	2006 – 2008	Ensure that customer impacts are comprehensively considered and consulted against	Work is ongoing to implement new initiatives that fully support and reflect the equality schemes. These initiatives are monitored against the schemes and where appropriate equality impact assessments are produced

Objective	Action	Timescale	Intended Outcome	Progress
<p>1. To involve our customers in telling us about and helping us to improve the services we provide</p> <p>To improve overall diversity awareness across business with achievable and measurable targets (continued)</p>	<p>1.6c Organise a rolling programme of diversity awareness days</p>	<p>2006 – 2008</p>	<p>Evaluation of our actions will provide assurance of improved understanding of diversity issues and highlight any gaps that will then be analysed for future work</p>	<p>We co-ordinated the Departmental national celebration event in Manchester in June 2007. These events will be held annually</p>
	<p>1.6d Carry out diversity impact assessment training</p>	<p>2006 – 2008</p>	<p>Improve the experience of our customers and their representatives</p>	<p>We have worked with learning and development to produce a diversity impact assessment training programme that has commenced roll out to all appropriate staff</p>
	<p>1.7a Involve staff in the review and development of current and future schemes and action plans</p>	<p>2006 – 2008</p>	<p>Ensure that staff priorities are identified and actioned</p>	<p>Our established staff network groups are under review, when this is complete they will have a key role in taking forward work from the schemes and action plans</p>

Objective	Action	Timescale	Intended Outcome	Progress
1. To involve our customers in telling us about and helping us to improve the services we provide	1.7b Conduct an annual on-line survey to monitor progress and identify future priorities	2006 – 2009	Ensure that staff priorities are identified and progress on them monitored	We will develop a new human resource survey when the review of our staff network groups is completed
To improve overall diversity awareness across business with achievable and measurable targets <i>(continued)</i>	1.7c Collect and evaluate feedback from staff Diversity and Equality Network Group to inform future planning	2006 – 2009	Identify positive and negative areas and take action to improve	Our established staff network groups are under review and the new structure will allow for the collection of more meaningful data in relation to staff and all diversity strands

Objectives	Actions Required	Timescales	Intended Outcome	Progress
<p>2. To improve accessibility to our services for customers of all ages</p> <p>To increase and improve staff awareness that people of different ages and experience bring value to the business</p>	<p>2.1a Continue the development of products in alternative formats</p>	<p>2006 – 2009</p>	<p>Customers can access and receive information in their preferred format</p>	<p>All of our business units continue to have an alternative communications team or nominated officers who are responsible for ensuring that customers receive products in alternative formats. They deal with the end-to-end claims process for customers who require alternative formats. Due to increased publicity, more customers are receiving our products in different formats, for example:</p> <ul style="list-style-type: none"> <li>• Braille</li> <li>• Large print</li> <li>• British Sign Language</li> <li>• Audio</li> </ul> <p>We now use the Departmental interpreting contractor 'thebigword' to arrange interpreters as required</p> <p>We have implemented the new Departmental textphone standards</p>

Objectives	Actions Required	Timescales	Intended Outcome	Progress
<p>2. To improve accessibility to our services for customers of all ages</p> <p>To increase and improve staff awareness that people of different ages and experience bring value to the business (continued)</p>	<p>2.1a (continued)</p>	<p>(See above)</p>	<p>(See above)</p>	<p>Our leaflet review is progressing well. The first set of new leaflets is due to be published by December 2007</p> <p>We are implementing the Departmental accessibility standards for customer services</p> <p>We continue to use outreach events to promote the availability of alternative formats</p> <p>Our Advisory Forum and other external partners are engaged to advise and review alternative formats</p>
	<p>2.1b Investigate suggested improvements to our claim forms</p>	<p>June 2007</p>	<p>Improved customer service</p>	<p>Completed. Further work to continuously improve claim forms is ongoing</p> <p>Our Carers Allowance claim pack now promotes increased awareness of accessibility and alternative formats. It includes a question about large print and Braille availability on the front page of the claim pack notes in the October 2007 version and the April 2008 version will be edited by the Plain English Campaign</p>

Objectives	Actions Required	Timescales	Intended Outcome	Progress
<p>2. To improve accessibility to our services for customers of all ages</p> <p>To increase and improve staff awareness that people of different ages and experience bring value to the business (continued)</p>	<p>2.1b (continued)</p>	<p>(See above)</p>	<p>(See above)</p>	<p>Our Attendance Allowance claim form is being reviewed. Improvements include:</p> <ul style="list-style-type: none"> <li>• addition of a question asking customers about their accessibility needs</li> <li>• a tear off front page so customers can keep important information</li> <li>• developed in tick box format</li> </ul> <p>The Disability Living Allowance/Attendance Allowance claim form continues to be improved by using Customer Case Management principles, ensuring information is gathered from the most appropriate source</p> <ul style="list-style-type: none"> <li>• Our Advisory Forum, local lobby groups and staff continue to be consulted on this</li> <li>• Crystal Mark has been achieved</li> </ul> <p>A new child claim form is being considered the inaugural meeting about this was held April 2007</p>

Objectives	Actions Required	Timescales	Intended Outcome	Progress
2. To improve accessibility to our services for customers of all ages  To increase and improve staff awareness that people of different ages and experience bring value to the business (continued)	2.1c Evaluate the effectiveness and impact of the Accessible Communications Guide and benchmark this against Departmental standards  2.2 Progress and support Alternative Office arrangements with the Pensions Service	December 2007  December 2007	As above  Increase the choice and number of channels for customers to access our services	Completed  A review of the Accessible Communications Guide confirmed staff usability and effectiveness  We benchmarked our Accessible Communications Guide and it is in line with Departmental standards  Completed. Further work on trial and evaluation in July 2007  We plan to encourage Alternative Offices from customer specific organisations, especially those in the harder to reach categories e.g. disability, children, mental health, rural and ethnic minority communities  The Pension Service pilot in the Midlands to send all visit requests from our customers to their local service is going well

Objectives	Actions Required	Timescales	Intended Outcome	Progress
<p>2. To improve accessibility to our services for customers of all ages</p> <p>To increase and improve staff awareness that people of different ages and experience bring value to the business (continued)</p>	<p>2.3 Further develop and learn from our outreach work</p>	<p>2006 – 2009</p>	<p>Improve access and awareness of disability benefits for harder to reach and vulnerable customers</p>	<p>We are adopting a corporate approach to outreach, ensuring that all communities and areas of the country are reached. By working with third party intermediaries, providing them with the working knowledge of our benefits so that they can inform potential customers of the provision and help that is available to them. We aim to reach and engage specific customer groups and those who tend not to use mainstream services in particular; children, ethnic minority groups and people with mental health disabilities</p> <p>Staff who work in the community continue to be provided with relevant skills/training.</p> <p>An insight function is being created to identify further positive actions to improve our customer services</p>

Objectives	Actions Required	Timescales	Intended Outcome	Progress
<p>2. To improve accessibility to our services for customers of all ages</p> <p>To increase and improve staff awareness that people of different ages and experience bring value to the business (continued)</p>	<p>2.4 Continue to work with our partners and stakeholders to explore opportunities for joined up services for example Citizens Advice Bureaux, Primary Care Trusts</p>	2006 – 2009	<p>Improve the experience of and work efficiently with, our partners and stakeholders.</p> <p>Increase the choice and number of channels for customers to access our services</p>	<p>Our Advisory Forum and Family Carers Group provide the preliminary mechanism for early face-to-face consultation with groups who represent customers with a wide range of impairments as well as carers and children's organisations. This provides us with two-way communication and interaction with customer representatives at an early stage, ensuring that diversity is key in the development of change</p> <p>Our engagement with Local Authorities continues</p>
	<p>2.5 Apply learning from the CA contact centre pilot evaluation</p>	December 2007	<p>Improve and inform our modernisation plans</p>	<p>Completed</p> <p>Textphone and alternative format work has been moved to a dedicated area to enhance the individual service to our customers with specific needs</p>
	<p>2.6a Increase awareness that people of different ages and experience bring value to the business</p>	2006 – 2008	<p>Provide a more supportive environment for staff of all ages to work in</p>	<p>Work is ongoing, for example we placed an article in the July edition of DWPeople magazine which was a case study looking at the experiences of staff over retirement age who are continuing to work for us</p>

Objectives	Actions Required	Timescales	Intended Outcome	Progress
<p>2. To improve accessibility to our services for customers of all ages</p> <p>To increase and improve staff awareness that people of different ages and experience bring value to the business (continued)</p>	<p>2.6b Publish articles on the internal website to promote age legislation and highlight other organisation's successes</p> <p>2.7a Provide information on the changes that will affect the working lives of the staff such as pensions, at an appropriate stage of their career</p> <p>2.7b Information to be gathered and posted on our diversity internal website</p>	<p>2006 – 2008</p> <p>2006 – 2007</p> <p>2006 – 2007</p>	<p>Better awareness of age related issues and legislation</p> <p>Improvement in the process will provide clearer information to allow individuals to make better-informed choices</p> <p>Improvement in the process will provide clearer information to allow individuals to make better-informed choices</p>	<p>Work is ongoing, for example we placed an article in the June edition of DWPeople magazine, compiled by our staff network group for age, highlighting the choices available to staff when reaching retirement age</p> <p>Our internal website gives staff links to a number of age articles and guidance including Advisory, Conciliation and Arbitration Service guidance to age and the workplace, the age and employment network and internal links to the pre-retirement courses</p> <p>Our internal website gives staff links to a number of age articles and guidance including Advisory, Conciliation &amp; Arbitration Service guidance to age and the workplace, the age and employment network and internal links to the pre-retirement courses</p>

Objectives	Actions Required	Timescales	Intended Outcome	Progress
2. To improve accessibility to our services for customers of all ages  To increase and improve staff awareness that people of different ages and experience bring value to the business <i>(continued)</i>	2.7c Pre-retirement seminars to have improved accessibility	2006 – 2007	Improvement in the process will provide clearer information to allow individuals to make better-informed choices	There are links on our internal website to pre-retirement seminars

## Sexual Orientation

Objectives	Actions Required	Timescales	Intended Outcome	Progress
3. To improve the awareness levels of our staff in relation to sexual orientation	3.1a Increase staff awareness of same-sex relationships	2006 – 2008	Improve awareness and understanding for line managers and staff	In 2006 all staff were shown a video called 'Getting it right' designed to remind staff that they should treat all customers and colleagues with respect, regardless of sexual orientation

Objectives	Actions Required	Timescales	Intended Outcome	Progress
<p>3. To improve the awareness levels of our staff in relation to sexual orientation (continued)</p>	<p>3.1b Information to be gathered and posted on our diversity internal website</p>	<p>2006 – 2008</p>	<p>Improve awareness and understanding for line managers and staff and introduce an assurance process  Improve the experience of our customers and their representatives</p>	<p>There is a link on our internal website to departmental information about civil partnerships. We also provide external links to Stonewall, Civil Service Rainbow Alliance, London Gay and Lesbian Switchboard  Every February awareness articles celebrating Gay, Lesbian, Bisexual Transgender month are posted on our main intranet home page and our diversity and equality internal website</p>

## Religion or belief

Objective	Action	Timescale	Intended Outcome	Progress
4. To improve the awareness levels of our staff in relation to religion or belief	4.1a Improve awareness and understanding of religious issues, faiths and UK culture	2006 – 2009	<p>Improve awareness and understanding for line managers and staff and introduce an assurance process</p> <p>Improve the experience of our customers and their representatives</p>	<p>To increase understanding of Islamic culture, awareness training took place between September and December 2007. This is being initially aimed at staff in diversity and equality roles and outreach officers</p> <p>There are articles to promote understanding and awareness of other religions and beliefs on our internal website</p> <p>Individual members of staff have also written articles about their own religions and faiths which have been circulated more widely</p>
	4.1b Information to be gathered and posted on our diversity internal website	2006 – 2009	<p>Improve awareness and understanding for line managers and staff and introduce an assurance process</p> <p>Improve the experience of our customers and their representatives</p>	<p>There are articles to promote understanding and awareness of other religions and beliefs on our internal website. These include links to the Civil Service Islamic Society, Religion and Belief Regulations, a list of prayer rooms and external links to the Interfaith Network UK</p>

Objective	Action	Timescale	Intended Outcome	Progress
<p>4. To improve the awareness levels of our staff in relation to religion or belief <i>(continued)</i></p>	<p>4.1c Provide staff with a cultural guide</p>	<p>2006 – 2009</p>	<p>Improve awareness and understanding for line managers and staff and introduce an assurance process</p> <p>Improve the experience of our customers and their representatives</p>	<p>Links are now available on our internal website to:</p> <ul style="list-style-type: none"> <li>• Staff articles on faith and beliefs</li> <li>• Religious festival calendar</li> <li>• Rough guide to religion and beliefs</li> <li>• Interfaith Network UK</li> </ul>
	<p>4.1d Continue to hold events across the business such a Black History Month and multi-faith events</p>	<p>2006 – 2009</p>	<p>Improve awareness and understanding for line managers and staff and introduce an assurance process</p> <p>Improve the experience of our customers and their representatives</p>	<p>Ongoing across all of our business units</p>