

Objective (and Lead Officer)	Council Plan Priority	Status	Directorate Action/Target	Target Date/ Milestones	Planned Outcome/Performance Indicator
1.2 Assess the implications of the Equality Bill <i>Lead Officer – Head of Race Equality and Communication Services and Principal Corporate Services Officer</i>		New	Contribute to corporate activity to build requirements for gender, religion or belief and sexual orientation into Equality Scheme (RS and SN)	November 2006	Equality Scheme published by deadline
1.3 Launch Equality Impact Assessment (EIA) guidance and develop a programme of assessments across all Directorates to feed into the schemes action plan <i>Lead Officer – Head of Race Equality and Communication Services and Principal Corporate Services Officer</i>		New	Contribute to corporate activity to finalise EIA programme and finalise EIA guidance for the Directorate (RS and SN)	Launch guidance by April 2006 Finalise programme by October 2006	Guidance launched by deadline and programme agreed
1.4 Maintain or increase the score against BVPI 2b on Race Equality <i>Lead Officer – Head of Race Equality and Communication Services and Principal Corporate Services Officer</i>		New	DACHS will be supporting the corporate target through collection of data (RS and SN)	March 2007	Overall score maintained or improved

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<p>1.5 Publish the combined Equality Scheme by 4th December 2006</p> <p><i>Lead Officer – Head of Race Equality and Communication Services and Principal Corporate Services Officer</i></p>		New	Contribute to corporate activity to establish consultation process with staff, community and other stakeholders (RS and SN)	<p>Consultation plan by April 2006</p> <p>Publish scheme by 4 December 2006</p>	Consultation plan implemented and scheme published by deadline
<p>(2) Equality Standard for Local Government</p> <p>2.1 Implement the action plan to achieve level 3 of the standard by March 2007</p> <p><i>Lead Officer – Head of Race Equality and Communication Services and Principal Corporate Services Officer</i></p>	Quality Service Matters	New	<p>To develop an action plan for DACHS to achieve the Corporate objective of level 3 by March 2007 through a range of measures. (RS AND SN)</p> <p>Compile evidence portfolio to support level 3 attainment (RS AND SN)</p>	March 2007	Achievement of level 3 of standard

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<p>(3) People Management Strategy 2006-08</p> <p>3.1 Implement the equality and diversity elements of the strategy <i>Lead Officer – Heads of Human Resources</i></p>	Quality Service Matters	New	<p>Continue to work with our partners and seek their views on the Council as an employer (AP AND SH).</p> <p>Contribute to and implement Diversity in Employment Action Plan in line with the Equality Standard for Local Government (AP and SH)</p>	<p>March 2007</p> <p>July 2007</p>	Employment practices are strengthened that promotes the council as a role model employer
<p>3.2 Produce and implement an age and employment policy and procedure to comply with the new legislation by mid 2006 <i>Lead Officer – Heads of Human Resources</i></p>		New	Contribute to and implement a new Age and Employment Policy and Procedure to comply with new legislation (AP and SH)	June 2006	Practice within the directorate is in line with corporate policy
<p>3.3 Establish a full framework of flexible working policies by mid 2006 <i>Lead Officer – Heads of Human Resources</i></p>		New	Support the development of corporate flexible working policies and publicise and support their implementation by managers (AP and SH)	July 2006	Improved flexible working. Number of employees taking up each flexible working option.
<p>3.4 Achieve an increase in a number of disabled employees working for the Council <i>Lead Officer – Heads of Human Resources</i></p>		Continued	<p>Undertake audit of all employees to enable them to declare whether or not they regard themselves as meeting the statutory definition of disability.</p> <p>Undertake audit of all staff personnel information including disability in preparation for PSE (new corporate HR system) (Social Care) (AP)</p>	March 2007 (Social Care)	<p>More accurate workforce baseline information concerning disability established</p> <p>Increase in numbers of employees identifying a disability</p>

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<p>(4) Disability Access Strategy</p> <p>4.1 Implement the actions contained within the councils disability access strategy</p> <p>4.2 Achievement and improvement in the score again BVPI 156 on access to buildings</p> <p><i>Lead Officers – AD Building Services and Head of Physical Disability Services</i></p>	Quality Service Matters	New	<p>Implement additional identified actions resulting from DDA audit. (AA and DH)</p> <p>Contribution to corporate target to achieve improvement in score against BVPI 156 Access to Buildings (AA and DH)</p>	March 2007	Improved accessibility to DACHS buildings for staff and service users

DIRECTORATE PRIORITIES

Directorate Priority (and Lead Officer)	Council Plan Priority	Status	Detailed Action/Target	Target Date/ Milestones	Planned Outcome/Performance Indicator
<p>To gain a clearer understanding of our customer base 1.1 To collect and maintain diversity data <i>Lead Officers – Area Managers</i></p>	Quality Service Matters		To collect diversity data through tri-annual house inspections (RM,MT,SE,SA,NC)	September 2005-September 2008	
<p>1.2 To Monitor service user diversity data <i>Lead Officers –Principal Policy Manager and Area Managers.</i></p>			To introduce quarterly report monitoring through the Performance Reporting Framework and investigate any adverse impacts identified through monitoring (AL,TD,SE,MT,SA)	December 2006	
<p>To extend the range of diversity monitoring data held for private sector housing to ensure equal access to the services offered 2.1 To collect and maintain diversity data <i>Lead Officers: Principal Policy Manager, Performance Review Officer</i></p>	Quality service Matters		To introduce quarterly report monitoring through the Performance Reporting Framework (TD,AL)	March 2006 onwards	An understanding of whether policies/services have an adverse impact on different communities.

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<p>To provide appropriate and relevant services and to understand the diverse needs of all use our services 3.1 To ensure that all area and estate offices meet the requirements of BVPI 156 <i>Lead Officer: Building Managers</i></p>	Quality service matters		To rectify failures identified through PI audit (Building Managers)	March 07	All visitors able to fully access area / estate offices.
<p>3.2 To ensure that all sheltered housing schemes comply with the Disability Discrimination Act <i>Lead Officer: Sheltered Housing Manager</i></p>			To complete year 3 of Sheltered Housing Improvement Plan (LS)	March 07	All visitors/residents able to fully access sheltered schemes.
<p>3.3 To develop Housing Strategy to ensure diversity needs are met <i>Lead Officer: A.D. Strategy and PS Housing</i></p>			Strategy produced and implemented (RMS)	June 2006 onwards	A Housing Strategy that meets the needs of the population of the borough.

Directorate Priority (and Lead Officer)	Council Plan Priority	Status	Detailed Action/Target	Target Date/ Milestones	Planned Outcome/Performance Indicator
<p>3.4 To encourage reporting and monitoring so that residents feel confident to report incidents of racial harassment and Directorate is aware of the full extent of racial harassment</p> <p><i>Lead Officer: Area Manager</i></p>	<p>Safety Matters</p>		<ul style="list-style-type: none"> - To clarify whether new reporting/recording procedures outlined in the Directorate's procedures comply with the Home Office Code of Practice. - To develop a corporate database to record incidents in a common format across the authority - To produce ½ yearly report of incidents and report to Management Team - To set performance indicators for dealing with racial harassment effectively <p>(SA)</p>	<p>March 07</p> <p>March 07</p> <p>Oct 2005 onwards</p>	
<p>To ensure high customer satisfaction rates across services for all groups</p> <p>4.1 To introduce diversity monitoring for all our customer satisfaction/service review surveys</p> <p><i>Lead Officer: Principal Policy Officer</i></p>	<p>Quality Service Matters</p>		<p>All customer satisfaction/service review surveys analysed by diversity and further analysis undertaken if any trends identified</p> <p>(JF)</p>	<p>April 06 – March 07</p>	<p>Similar satisfaction rates across all groups</p>

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<p>To seek to ensure that the employee composition of housing services reflects the diversity of the communities it seeks to serve and to promote housing services as an employer of choice</p> <p>5.1 To increase the number of BME employees to reflect the population within Dudley MBC within 3 years.</p> <p><i>Lead Officers: Heads of Human Resources</i></p>	Quality service matters		To increase the number of BME employees to 6.8% by March 2008.. (SH and AP)	March 2008	Employee composition reflects the community it serves
<p>To ensure high customer satisfaction rates across services for all groups</p> <p>6.1 To undertake diversity monitoring of employees attending in-house and all external training for Housing Staff</p> <p><i>Lead Officer: Training Manager</i></p>	Quality service matters		To report information on an annual basis to corporate centre. (JG)	December 2005 onwards	All employees have appropriate and timely training and development opportunities.

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6.2 To ensure staff have an understanding of equality and diversity issues <i>Lead Officer: Training</i>			Disability Awareness Equality & Diversity Workshop Social issues awareness (JG)	May 06 Monthly all new starters On going	Employees are aware of equality and diversity issues and are able to apply them in the workplace.
Culturally Sensitive Service Provision: To improve the availability of culturally appropriate care at home services for people, with the full range of communities represented within the borough <i>Lead Officer — Head of Service Commissioning</i>	Caring Matters	Continued	Commissioning teams to undertake work re; provision of services to groups traditionally not served well in the community. (MM) Put out to competitive tender and secure the appropriate provision of Halal and vegetarian meals. Promote and evaluate the service. (MM)	March 2007 Possible earlier date for tendering action Oct 2006	Increased availability of care at home providers who can deliver culturally sensitive services Increased value of tender and therefore the number of service users receiving meals
Translation and Interpretation: To develop the business of the service taking full account of the council's Access to Services initiative <i>Lead Officer – Head of Race Equality and Communication Services</i>	Quality Service Matters	Continued	Development plan implemented with agreed timescales (RS)	March 07	Improve access to services by BME users

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<p>Partnership Working: To conclude issues regarding a foyer initiative in Dudley <i>Lead Officer – Head of Service, Commissioning and Review and Head of Care Management North 16+ and E.D.T.</i></p>	Quality Service Matters	Continued	<p>1) Report to DMT on feasibility (GT/RP)</p> <p>2) If progression agreed develop and implement the plan (GT/RP)</p>	<p>April 2006</p> <p>March 2007</p>	Improved opportunities for employment, education and training for care leavers
<p>Consultation: To maintain dialogue with Community Reps. Panel <i>Lead Officer – Assistant Director.</i></p>	Quality Service Matters	Continued	Meet with Community Reps Panel 2 times per year (RMS)	<p>April 2006</p> <p>March 2007</p>	Better involvement of BME communities in service development and delivery.
<p>Consultation: To maintain consultation with BME communities <i>Lead Officer – Head of Race Equality and Communication Services</i></p>	Quality Service Matters	Continued	Meet 2 times a year with BME Communities as agreed by DMT 3.1.06 to enable involvement and promotion of services via BME bi-annual Consultation Events (RS)	<p>July 2006</p> <p>Feb 2007</p>	Better involvement of communities from BME for service development
<p>Consultation: To consult with users and carers on issues affecting disabled people <i>Lead Officer –Head of Physical Disability Services</i></p>	Quality Service Matters	Continued	Continue to meet quarterly with Action for Disabled people and Carers (AA)	<p>Four meetings to take place by</p> <p>March 2006</p> <p>June 2006</p> <p>Nov 2006</p> <p>March 2007</p>	Better involvement of disabled users and their carers in service development

SERVICE DELIVERY ISSUES

Objective (and Lead Officer)	Council Plan Priority	Status	Detailed Action/Target	Target Date/ Milestones	Planned Outcome/Performance Indicator
<p>Carers: To increase the number of carers receiving an assessment and carer specific services. <i>Lead Officer – Head of Commissioning</i></p>	Caring Matters	Continued	<p>1) “We Care Too” underpins the current Carers Strategy this will be revised in 2006. (MM)</p> <p>2) To continue to increase the number of carers receiving an assessment and carer specific services, staff training is due to take place (MM)</p>	<p>Oct 2006</p> <p>Monthly training dates planned April 06 – March 07</p>	Increased number of carers receiving an assessment and services by March 2007
<p>Services for People with Dual Sensory Impairments: Ensure services are available to meet specific needs of this client group <i>Lead Officer – Head of Physical Disabilities</i></p>	Caring Matters	Continued	Ensure contracts are in place from regional special provider in order to spot purchase as required (AA)	March 2007	Specialist services being provided for deaf/blind people when required

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<p>Enhancement of Learning Disability Service: To improve access of LD services to BME communities. <i>Lead Officer – Head of Learning Disability Services</i></p>	Caring Matters	Continued	<p>Recruit and develop the role of the Service's female development worker, and in partnership with a range of agencies to further implement the Valuing People agenda and 'Learning Difficulties and Ethnicity' A Framework for Action (APs)</p> <p>Neighbourhood Learning in Deprived Communities funding to provide a customised training programme for Apna Group (APs)</p> <p>Directorate day services to provide culturally sensitive meals (APs)</p> <p>Publicise and support Carer assessments/ applications for one off carer payments (re. short breaks) (APs)</p> <p>Produce information about services in different languages (APs)</p> <p>Make improvements to day services to make them more accessible to people from BME Communities (APs)</p>	<p>March 2007</p> <p>March 2007</p> <p>December 2006</p> <p>March 2007</p> <p>March 2007</p>	<p>Respond appropriately to the needs of minority users/carers.</p> <p>Support Birmingham University to complete a report on transition processes for young Muslims with learning disabilities.</p> <p>Apna members to receive training about their future plans with a focus on acquiring work skills, and work experience.</p> <p>Service users have access to a choice of meals including Halal food.</p> <p>Increase in no. of Carer assessments/ one off payments to minority family carers</p> <p>More people able to access services</p>

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<p>Enhancement of Learning Disability Service: To secure greater presence of BME issues on the agenda of Learning Disability Partnership Board in particular addressing unmet need. <i>Lead Officer – Head of Learning Disability Services</i></p>	Caring Matters	Continued	LDPB Ethnicity Sub Group to meet regularly to ensure improvement plans for minority learning disability users and family carers in place (APs)	March 2007	Provide reports and recommendations for Partnership Board
<p>Enhancement of Learning Disability Service: To further develop leadership skills in Learning Disabilities and BME issues and services (Leadership Support Programme) <i>Lead Officer – Head of Learning Disability Services</i></p>	Caring Matters	New	Ehsas Carers to receive 'Family Leadership' training in a community language. (APs)	December 2006	Carers have an increased awareness of services, have understanding of agency processes and express needs to influence service planning.
		New	Participate as a core partner in the JRF independent living programme – 'The Standards We Expect' project (identifying barriers/approaches to person centred support) (APs)	March 2007	All partners are participating in this initiative, meet regularly and good progress is evident.

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<p>Enhancement of Learning Disability Service: To prioritise service of Apna Group, Ehsas Carers and Dudley Advocacy's BME project <i>Lead Officer – Head of Learning Disability Services</i></p>	Caring Matters	Continued	<p>Continue to support the development of Ehsas Carers (family carers) and Apna Group (service users) and Dudley Advocacy's BME project as required (APs)</p> <p>Self advocacy training and production of video by Apna, Members, and access to leisure (APs)</p>	March 2007	<p>Where appropriate project staff to produce work plans to increase uptake of a range of services and develop new initiatives.</p> <p>Increase the self-advocacy skills of Apna members and ability to promote their needs, and regularly access mainstream leisure activities.</p>
<p>Enhancement of Learning Disability Service: To maximise resources for BME Learning Disabled people and Carers <i>Lead Officer – Head of Learning Disability Services</i></p>	Caring Matters	Continued	Maintain bidding opportunities as they arise (APs)	March 2007	Increased resources to improve service development
<p>Out of Hours Service Improve access to interpretation services <i>Lead Officer – Head of Care Management North 16+ and E.D.T.</i></p>	Quality Service Matters	Continued	<p>1)Agree cross Directorate review of service (RP)</p> <p>2)Undertake review and implement actions (RP)</p>	<p>April 2006</p> <p>October 2006</p>	Fair access to services for all BME users

EMPLOYMENT ISSUES

Objective (and Lead Officer)	Council Plan Priority	Status	Detailed Action/Target	Target Date/ Milestones	Planned Outcome/Performance Indicator
<p>Workforce: To ensure that the training provided supports the objectives of the Equality and Diversity plan. To enhance skill mix and further promote multi-skilling and cultural awareness</p> <p><i>Lead Officer – Head of Human Resources</i></p>	Quality Service Matters	Continued	<p>Roll out e-learning, booklets to specific target groups i.e. Home Care staff (AP)</p> <p>To develop new Cultural Awareness course and roll out dates (AP)</p> <p>Continue to deliver established programme of Equality & Diversity Training (AP)</p>	<p>March 2007</p> <p>March 2007</p> <p>March 2007</p>	<p>All staff have access to appropriate e-learning or printed materials</p> <p>Training plan meets the needs of the whole Directorate</p> <p>Training delivered in line with plan, with all identified staff having attended</p> <p>Workforce that operates in a culturally sensitive manner</p>
<p>Workforce: Implement findings from 'Race Equality' through Leadership' audit</p> <p><i>Lead officer – Head of Human Resources</i></p>	Quality Service Matters	Continued	Agree and implement findings from the audit i.e. training for Managers (AP)	Sept 2006	Improved knowledge, understanding and practice amongst managers which will 'Accelerate progress to achieve equality of access and beneficial outcomes for all people in their communities'.

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Increase uptake of Sheltered Housing by BME elders <i>Lead officer – Head of Commissioning</i>	Caring Matters	New	In any future commissioning of sheltered housing schemes the needs of BME elders will be considered (MM)	March 2007	Specifications will ensure the needs of the BME Community are specifically addressed
Development of culturally competent day care. Improve social inclusion, quality standards and recording systems through monitoring and support of provider organisations <i>Lead officer – Head of Commissioning</i>	Caring matters	New	Continue to support older people and their carers within the BME communities through groups such as Dudley Caribbean and Friends, Dudley Mosque and community centre, GNSS, Asian Womens centre, Gurdwara Guru Teg Bahadur, Green Lane (Age Concern) Shree Gujarati Hindu Centre, New Testament Church of God, Yemeni Assoc., Black Carers Group, ASRA etc...(MM)	March 2007	S.L.A. in place and reflecting the service outcomes
Increase appropriate recording of ethnicity of service users Lead officer – Assistant Directors	Quality Service Matters	New	Aim is for 100% compliance in recording of service users ethnicity.(RC,VB,BC)	Quarterly operational data sets from April 06 - March 07	Ethnicity of all service users appropriately recorded

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Ensure Human Rights adherence <i>Lead officer – Assistant Directors</i>	Quality Service Matters	New	All DMT/DMG reports to address Human Rights issues (RS, DC, DH, RC, VB, BC)	From April 06 to March 07	All reports to include Human Rights Implications
Policy in place for reporting of racist incidents between employees <i>Lead officer – Head of Human Resources</i>	Quality Service Matters	New	Support Implementation and adherence to Corporate policy (AP)	March 2007	Policy in place and operational

Key

SN - Saroj Norman – Principal Corporate Services Officer
RS – Resham Sandhu - Head of Race Equality and Communication Services
RM – Rob Murray – Area Manager
SH – Sharon Hartill –Personnel/ Payroll Manager (Housing)
JG – Julie Grosvenor – Training and Development Manager(Housing)
SA – Sue Adams – Area Manager
AL – Andrew Leigh –Policy Development Manager
DH – David Harris – AD Building Services
MT – Margaret Tebbutt – Area Manager
AP – Andrew Packer – Head of Human resources
APs – Ann Parkes – Head of Learning Disability Service
AA – Ann Askew - Head of Physical Disability Services
SE – Sian Evans – Area Manager
NC – Nigel Columbello – Area Manager
TD - Tom Day – Performance Review officer

LS – Lorraine Struebig
RMS – Ron Sims – AD Strategy and PS
JF – Jo Forbes – Policy Officer
MM - Mike Marshall - Head of Commissioning
RP – Roy Perrett - Head of Care Management North 16+ and E.D.T.
GT – Graham Tilby – Head of Service, Commissioning and Review.
RC – Richard Carter – Assistant Director, Learning Disability & Mental Health
DC – Diane Channings – Assistant Director, Housing Management Services
VB – Val Beint – Assistant Director, Older People & Physical Disability
BC – Brendan Clifford – Acting Assistant Director, Business Services