
Health and Adult Social Care Scrutiny Committee – 17th July 2012

Report of the Director of Adult, Community and Housing Services

Equality & Diversity Annual Report for the Directorate of Adult, Community and Housing Services 2011/12

1.0 PURPOSE OF REPORT

- 1.1 To inform the Health and Adult Social Care Scrutiny Committee, of the achievements and progress made against the Directorate of Adult, Community and Housing Services Equality and Diversity Action Plan for 2011/12.

2.0 BACKGROUND

- 2.1 Each year the Directorate, along with other directorates within the Authority, prepares an Equality and Diversity Action Plan. The Action Plan for the current year (2012/13) was circulated to the Health and Adult Social Care Scrutiny Committee for its meeting held on 28th March 2012.
- 2.2 In line with guidance to all Council Directorates, the annual review of last year's Action Plan (2011/12) has taken place in the first quarter of this municipal year and the attached report brings the findings of the review to this Committee's attention.
- 2.3 The equality and diversity agenda has relevance both to the way the organisation conducts its business and to the service it provides. The equalities annual report is an important part of that agenda and ensures the Directorate reports on the work it has done to deliver appropriate services for communities in the borough, to ensure employees are treated fairly and in meeting the requirements of equalities legislation.

3.0 FINANCE

- 3.1 Any costs associated with the annual report will be met from within existing resources.

4.0 LAW

- 4.1 The Council may do anything incidental to conducive to or which is calculated to facilitate the discharge of the Council's functions under section 111 of the Local Government Act 1972.

- 4.2 The Equality Act 2010, replaced previous disparate anti-discrimination laws with a single act. The first duties of the Act came into force on 1st October 2010. The general Public Sector Equality Duty (PSED) under the Act came into force on 5th April 2011 requiring public authorities to pay due regard to the need to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations. The duty covers the protected characteristics of age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 4.3 The specific duties regulations under the Act require public authorities to publish equality information by 31st January 2012 and equality objectives by 5th April 2012.

5.0 EQUALITY AND HUMAN RIGHTS IMPACT

- 5.1 The implementation of equality and diversity action plans, presented to the Scrutiny Committee, is expected to have promoted the interests of all disadvantaged groups who are stakeholders in the Directorate of Adult Community and Housing Services Directorate's business. The Annual Report adheres to the Human Rights Act and Equality Act 2010 and embeds it as an integral part of its planning and outcomes. Any realisation of the ambitions contained within the plan contributed to achieving fairer access to services and reducing social exclusion.

6.0 RECOMMENDATION

- 6.1 That the Scrutiny Committee considers and comments on the Equality and Diversity Annual Report for the Directorate of Adult, Community and Housing Services for 2011/12.



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List of Background Papers

Guidance for the preparation of Directorates' Equality and Diversity Action Plans and Annual Reports

DIRECTORATE OF ADULT COMMUNITY AND HOUSING SERVICES ANNUAL REPORT OF EQUALITY AND DIVERSITY 2011/12

1.0 INTRODUCTION

- 1.1 This annual report is produced in accordance with the Council's equality policy and sets out progress with implementing the Directorate's equality action plan for 2011/12. The Directorate's action plan for 2012/13 was circulated to the Health and Adult Social Care Scrutiny Committee for its meeting on 28th March 2012.
- 1.2 This annual report covers the period from April 2011 to March 2012 and contains:
- key facts about the directorate, including a workforce profile
 - issues from equality impact assessments
 - achievements against the directorate's equality and diversity action plan for 2011/12 set out at the Appendix.

2.0 KEY FACTS

- 2.1 Each directorate produces a strategic plan which set out its priorities, objectives and targets for the year and provides the directorate context for its equality and diversity action plan. The strategic plan for 2011/12 set out the mission statement for the directorate at that time, which was:
- We will help people to lead fulfilled and independent lives in homes of their choice in safe and active communities.**
- This has now been developed into a new ambition for the Directorate which is set out in the strategic plan for 2012/13 and which will be reported upon in next year's annual report.
- 2.2 Following an internal reorganisation during 2011/12, the Directorate ended the year with the following divisions:
- Adult social care
 - Housing Services
 - Libraries, Archives and Adult Learning
 - Strategic and Private Sector Housing
 - Quality and Commissioning
- 2.3 The Directorate employed **2502** staff (as at 31 March 2012) which has reduced from 2910 as at 31 March 2011. Its workforce profile is set out in Table 1 below showing a breakdown by grade. This can be compared with the council's profile as a whole which is set out in Table 2. The equivalent figures for 31 March 2011 and 31 March 2010 are set out in italics in the two tables.

Table 1. DACHS workforce profile 31 March 2012 (compared with previous two years)

DACHS		Female (%)	Male (%)	BME² (%)	Disabled (%)
Scale point 34 and above (higher grades)¹	31/03/12	55.6%	44.3%	9.69%	5.7%
	31/03/11	56.4%	43.6%	10.3%	4.9%
	31/03/10	55.4%	44.6%	10.3%	4.2%
Below scale point 34 (lower grades)	31/03/12	71.8%	28.2%	8.2%	3.4%
	31/03/11	74.3%	25.7%	7.2%	3.3%
	31/03/10	74.5%	25.5%	6.4%	2.7%
Total	31/03/12	64.7%	35.3%	8.0%	3.3%
	31/03/11	70.5%	29.5%	7.6%	3.5%
	31/03/10	70.8%	29.2%	7.0%	2.9%

Table 2. Dudley MBC workforce profile 31 March 2012 (compared with previous two years)

Dudley MBC		Female (%)	Male (%)	BME² (%)	Disabled (%)
Scale point 34 and above (higher grades)¹ (excluding schools)	31/03/12	50.1	49.9	10.4	4.6
	31/03/11	52.5	47.4	9.7	4.7
	31/03/10	51.3	48.7	8.8	4.5
Below scale point 34 (lower grades) (excluding schools)³	31/03/12	68.2	31.7	7.6	3.0
	31/03/11	68.7	31.3	7.5	3.1
	31/03/10	69.2	30.8	7.1	2.6
Total (excluding schools)⁴	31/03/12	64.7	35.3	8.1	3.3
	31/03/11	65.6	34.3	7.8	3.4
	31/03/10	66.4	33.6	7.3	2.9
Total (including schools)	31/03/12	75.3	24.7	6.2	1.9
	31/03/11	75.0	24.9	6.2	2.0
	31/03/10	75.2	24.8	6.0	1.7

Notes to tables 1 and 2:

¹Scale point 34 on 31 March 2012 equates to a salary of £28,600 approx.

²BME figures exclude those employees for whom no ethnic origin data is held

³Grade breakdown excludes schools due to the different grading structure for teachers

⁴Includes some employees not allocated to pay grades

2.4 The Directorate recruited **38** new employees in 2011/12 of which **63%** were female, **2.6%** were disabled and **7.9%** were from a BME background.

Key facts for Adult Service Divisions

2.5 As at 31/03/2012, there were a total of **14,745** clients (aged 18+) that received a service in 2011/12. Of these:

- **6.4%** of people that contact Adult Social Care are from BME groups.
- **5.2%** of new referrals related to Adults from BME groups.
- **4.7%** of completed assessments related to Adults from BME groups.
- **4.4%** of clients that receive new services are from BME groups.

In addition:

- **5.4%** of open referrals related to Adults from BME groups.
- **4.4%** of open services related to Adults from BME groups.
- **77%** clients had a Physical Disability
- **8%** clients had a Mental Health need
- **7%** clients had a Learning Disability
- **8%** clients had another need

Of those clients receiving a community based service **13,583**, i.e. helped to live at home (excludes residential and nursing)

- **78.5%** clients had a Physical Disability
- **6%** clients had a Mental Health need
- **6%** clients had a Learning Disability
- **9.5%** clients had another need

There were **1,423** clients supported in residential and nursing care as at 31/03/2012, of these;

- **67%** clients had a Physical Disability
- **16%** clients had a Mental Health need
- **17%** clients had a Learning Disability

Key facts for Mental Health Services

2.6 The Dudley Walsall mental health partnership Trust was set up on 1st October 2008 with the aim of improving mental health services across the two boroughs through combining resources and expertise; and developing a greater range of

services. Mental Health services within the both Boroughs were previously managed directly by the respective Primary Care Trusts (PCTs).

The Trust's Single Equality and Human Rights Scheme is being aligned to the 18 Equality Delivery System (EDS) goals and outcomes which will be overseen by an appointed working group.

The EDS requires the Trust to analyse and grade their performance, and set defined equality objectives, supported by an action plan. Performance against the selected objectives will be annually reviewed. These processes will be integrated within mainstream business planning of the Trust.

Central to the EDS are its objectives and outcomes. NHS organisations analyse its equality performance against 18 outcomes grouped under the following four objectives:

- Better health outcomes for all
- Improved patient access and experience
- Empowered, engaged and inclusive staff
- Inclusive leadership

The EDS does not replace legislative requirements for equality; it is designed as a quality assurance mechanism for the NHS and a means by which the Trust will meet the requirements of the Equality Act 2010.

Key facts for Libraries, Archives and Adult Learning

2.7 Performance indicators pertaining to equality and diversity and outcomes, as follows:

Indicator	Target	Progress to Mar 12
Percentage of individual new learners accessing the provision through all learning programmes	60%	61%
Reduce the number of unknown responses to the disability monitoring form	8%	4%
Reduce the number of unknown participants from BME groups from 10% in 2008/9 to 5% in 2009/10	0%	2%
% Learners from BME groups	15%	18%
% Learners from wards and neighbourhoods in top 20% most deprived	30%	29%
Learners over 60 years	1350	1343
%Learners with disabilities	22%	21%

Key facts for Strategy and Private Sector Housing

2.8 A new domestic abuse refuge has been opened in the Borough providing high quality self contained accommodation that can accommodate people with

mobility issues, larger family units and male/female service users. This new facility has enhanced our ability to cater for the variety of needs from our diverse community.

The Council and its partner, Midland Heart, have completed two very well received extra care schemes, providing high class accommodation and integrated care and support services for older people, and are currently close to starting development on a further three.

We are continuing to work with Midland Heart to achieve the redevelopment of Gibbs Road House direct access hostel for homeless people. During this year we have successfully transferred and expanded the service for homeless women who are now benefiting from better self contained accommodation. Plans are well advanced to demolish and rebuild the hostel in Lye in order to provide a better building that will offer direct access services and a range of self-contained move on flats. This will help homeless people to develop their independent living skills and increase their prospects for employment.

Private sector Housing grants and loans

2.9 The Directorate continues to facilitate and deliver financial assistance to owners and tenants of privately owned properties in the borough. This is provided in the form of equity share loans, repayment loans, charitable funding and grants to:

- adapt properties to facilitate independent access into and around homes (Disabled Facilities Grants), and
- repair and improve homes to prevent serious injury to vulnerable occupants living in non decent homes (Housing Assistance Schemes), and
- ensure that empty properties are brought back into use

The number of schemes completed during 2011/12 is detailed below together with a breakdown of the applicant's ethnicity.

Number of completed cases where financial assistance provided 2011/12								
Disabled Facilities Grants			Housing Assistance			Empty properties		
Ethnic group	Complete	%	Ethnic group	Complete	%	Ethnic group	Complete	%
BME	21	15	BME	27	27	BME	0	0
Non BME	122	85	Non BME	74	73	Non BME	6	6
Not known	0	0	Not known	-	-	Not known	0	0

Total	143	100	Total	101	100	Total	6	100
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In addition to this landlords and tenants in the private sector are engaged proactively and through reactive complaint work to improve management standards and the quality of rented accommodation throughout the borough. This is carried out through:

- Landlord forums
- Housing Advice and tenancy support
- enforcement

Key facts for Housing Services

2.10 Building Services has produced statistics for overall satisfaction with the repairs service by age, gender, disability and ethnicity for 2011/12.

A total of 1409 postal surveys were sent out in 2011/12 for programmed works, 439 surveys were returned representing a 31% return rate. An excellent return rate for a postal survey which has remained traditionally high and consistent over the last 5 years, reflecting the active engagement the service has with tenants.

A summary of the results are as follows for customer satisfaction replies for the repairs service for "How satisfied were you with the service provided?"

From 409 responses to this question 91% were satisfied with the services provided.

For BME there were 17 responses which represent 3.8% and 100% of BME were satisfied.

For the age category 311 people answered the question and 281 were satisfied this represents 90.35%. The lowest level of satisfaction was amongst the 25-34 age group with 79% satisfaction this represents 29 people (9%) and the highest level of satisfaction was amongst the 16-24 age group with 100% this represents 9 people (2%). The 35-44 age group had 85% satisfaction, and 60-64 age group 87% satisfaction, ages 45-54, 55-59 and 65-74 had 90%+ satisfaction. These results show a slight difference from previous years as the 16-24 age group have been the least satisfied.

In terms of gender 111 out of the total 121 males responses were satisfied this represents 92% satisfaction. For females 206 out of 226 responses were satisfied this represents 91%.

In terms of disability there were 352 responses 56.81% of people were not disabled, 43.18% were disabled. From these 319 responses 91% were satisfied.

The figures for 2011/12 are comparable to the results of the previous year.

Building Services will continue to capture customer satisfaction data to inform service development.

2.11 During 2011/12, there were 477 RSL lettings, of which 364 (76%) were to council nominations. This performance has improved year on year. There were 368 lettings excluding Extra Care, of which 16.6% were to BME households and 5.7% were to households with a disability. 57.9% of lettings were to households headed by a female and 42.1% male. Older people benefited from the first two Extra Care schemes in the borough, and in turn released homes for families and younger people. The Council New Build Scheme provided 72 lifetime homes, including five fully adapted bungalows, one adapted house, and 18 supported apartments for people with learning disabilities.

Our Tenancy Sustainment service supports up to 129 vulnerable households, who would otherwise be at risk of tenancy failure. From July 2012, we are introducing a new gardening service for older and vulnerable people, which will also offer training and skills opportunities for young people and people with disabilities, who are users of Dudley’s Supporting People services.

Customer satisfaction with the new housing application process remained at 100% satisfied/very satisfied throughout the year. The service has proved particularly effective at identifying vulnerabilities and support needs at an earlier stage, and the team continues to offer personal case management to customers with urgent needs and those who need support with the application and bidding process. Various partnership working arrangements are in place to provide housing with floating support for a range of different needs, and to deliver advice surgeries for customers and training and briefings for partner organisations.

For young people, we have re-launched our Flashpoint programme addressing family conflict, started a young volunteer scheme, and developed a pre-tenancy service that will enable younger customers to access on line advice and guidance about housing and related issues, and to produce their own personal leaving home plans.

2.12 Number of tenancies by gender as at 01/04/2012

Sex	No. Tenancies	Percentage
Female	12446	56.01%
Male	9774	43.99%
Total	22220	100.00%

Number of tenancies by ethnicity as at 01/04/2012

Ethnic Group	No. tenancies	Percentage
Answer Refused	43	0.19%
BME	2486	11.19%
Non BME	19567	88.06%
Not Known	124	0.56%
Total	22220	100.00%

Waiting/homeless list applications by ethnicity as at 31/03/2012

Ethnic Group	No. of applications	Percentage
BME	880	12.86%
Non BME	5763	86.18%
Refused	21	0.31%
Unknown	43	0.64%
Total	6687	100.00%

Number of applications by ethnicity housed between 01/04/2011 and 31/03/2012

Ethnic Group	No. of applications	Percentage
BME	340	13.38%
Non BME	2197	86.43%
Refused	5	0.20%
Total	2542	100.00%

As previously reported we have focused on ensuring that our customer database contains accurate information. A trawl of the data we hold on ethnicity revealed an elevated number under the other ethnic origin category. A more in depth exercise was carried out to check the entries and update any that were incorrect. The customer database has been amended and there are currently only 1153 entries where a specific ethnic origin is not shown.

3.0 EQUALITY IMPACT ASSESSMENTS

- 3.1 The Directorate's equality impact assessment process is now embedded in its budget setting processes with the relevant budget proposals during 2011/12, being required to undergo assessment and consultation with appropriate groups. Where an impact assessment has identified any adverse effect of policies or proposals, the relevant areas have been identified for further work.

Outcomes of assessments have also informed the Directorate's Equality Action Plan for 2012/13.

4.0 ACHIEVEMENTS AGAINST THE DIRECTORATE'S EQUALITY AND DIVERSITY ACTION PLAN 2011/12

- 4.1 Achievements against each of the targets set out in the Directorate's Equality and Diversity Action Plan for 2011/12 are set out in the Appendix to this report.

Directorate of Adult, Community and Housing Services
July 2012

Directorate of Adult, Community and Housing Services Equality & Diversity Annual Report for 2011/2012

Appendix 1

Objective	Detailed action/target (and Assistant Director)	Target Date/ milestones	Planned outcome/performance indicator	Year end progress update as at 31 st March 2012
<p>Priority 1 To ensure all policies, services and projects are delivered in line with equality strands and outcomes</p>	<p>To carry out Equality Impact Assessments in the approved EIA Directorate Programme for 2011/2012. (All Assistant Directors)</p> <p>To ensure regular reports to the corporate Assistant Directors' Group. (RS)</p> <p>To ensure that all EIA's are subject to peer review in line with the agreed process. (RS)</p>	<p>March 2012</p>	<p>EIA's completed within timescale. Improvement actions identified and scheduled.</p>	<p>On Target.</p> <p>Regular updates to AD's Group completed.</p> <p>Peer review process in place.</p>

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Objective	Detailed action/target (and Assistant Director)	Target Date/ milestones	Planned outcome/performance indicator	Year end progress update as at 31 st March 2012
	To produce the Action Plan in line with Directorate plans and corporate guidance and present at Select Committee (RS)	April 2012	Action Plan produced to timetable	Completed.
	To produce an action plan for the Directorate against the 'Achieving' level of the equality framework based on work ongoing through the Corporate EDLG (RS)	March 2012	Action Plan produced to attain 'Achieving level'	On hold at Corporate level.
	To include actions from EIAs carried out throughout 2011/12 into divisional/team plans and ensure all service improvements identified are embedded. (All)	May 2011	Actions achieved and service improvements realised.	Included in team plans 2012/13.
	To produce the annual Equality and Diversity Review report (RS)	June 2011	Review report produced to timetable	Completed.

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Objective	Detailed action/target (and Assistant Director)	Target Date/ milestones	Planned outcome/performance indicator	Year end progress update as at 31 st March 2012
	To arrange an annual BME corporate consultation event. (RS)	Sept 2011	Event arranged and feedback widely communicated	Event held at Dudley College last September with a series of workshops. Feedback has been collected and circulated
Priority 2: Deliver and commission services that support people at an early stage to stay well and be independent for as long as possible	To support citizens of Dudley, who traditionally lack opportunity of access into paid employment. (MV)	March 2012	To increase the number of people with a learning disability in paid employment. To increase the number of people with mental health needs and those recovering from mental illness who have access to paid employment.	Work in progress – additional resources being made available to improve outcomes – number of people with LD in paid employment is increasing

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Objective	Detailed action/target (and Assistant Director)	Target Date/ milestones	Planned outcome/performance indicator	Year end progress update as at 31 st March 2012
	Target learning engagement for employability with priority neighbourhoods to support Dudley Employment Hub and the reduction of worklessness agenda (KM)	March 2012	Number of individual adults gaining employment – 100 Number of employers supported - 46 Number of individual adults in employability programmes - 550	<p>Effective recruitment of unemployed adults to employability programmes has exceeded targets. Learners have made good progress and 158 adults have been supported into employment. 75 employees have been supported in a number of ways including trainee support and job matching. Job clubs in partnership with ACL in libraries. Gornal library and Coseley job clubs are very well attended, with an average of 18+ adults throughout Q4 at Gornal. Job clubs at Brierley Hill and Kingswinford Libraries continue to be well attended. Job club runs regularly on Monday evening at Dudley Library with attendance averaging 10 people.</p> <p>759 adults accessing employability programmes</p>

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Objective	Detailed action/target (and Assistant Director)	Target Date/ milestones	Planned outcome/performance indicator	Year end progress update as at 31 st March 2012
	Provide access to and provision of information and advice to strengthen individuals in their local communities. (KM)	March 2012	Work in partnership to support the development of skills for life opportunities for Dudley Council staff and potential employees. Number of individual adults supported with discreet IAG – 350	Good academic year progress. 336 discreet information advice and guidance interviews delivered by outreach staff. The Dudley Community Information Directory was one of two finalists in the EDGE award for library innovation in the online category. Total number supported with information and advice in Adult and Community Learning Classes – 5973
	To ensure that services are commissioned that are lead by citizen needs and outcomes and empower local people and contribute to their quality of life. (BC)	Throughout 2011-12	Provide access to and provision of information and advice to strengthen individuals in their local communities.	Good progress is being made. Maintaining capacity for micro commissioning activity and in the process of commissioning the local health watch designed to strengthen public voice in the way health and social care is delivered.

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Objective	Detailed action/target (and Assistant Director)	Target Date/ milestones	Planned outcome/performance indicator	Year end progress update as at 31 st March 2012
	To complete two extra care housing schemes and progress the remaining three. (RS)	Throughout 2011-12	Two extra care housing schemes completed and planning permission obtained for third site with remaining two sites identified.	First two extra care schemes opened with residents moving into Broad Meadow and Willowfields. Funding agreed with HCA to develop the remaining three schemes and sites identified.
	To utilise customer data provided by Housing Management to inform service delivery. (DC)	Throughout 2011-12	Customer profiling information used to inform service planning.	Our records have been updated after a lengthy exercise. We now hold more up to date data on ethnicity. Only 1153 are not known/ other ethnicity/ blank entry. Gender is 100% accurate and on age we are missing 242 entries. This is from a total of 22,237 households.
Priority 3: To ensure that services supporting well-being and quality of life are available to all Dudley citizens.	To implement the new Government strategy 'No health without mental health' (BC)	Throughout 2011-12	Enhanced quality of life for those with mental health needs.	Overseen by the Dudley Walsall Mental Health Partnership Trust and aligned to the Trusts transformation programme. Equality issues monitored by ED Steering Group appointed to ensure compliance against NHS Equality Delivery System.

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Objective	Detailed action/target (and Assistant Director)	Target Date/ milestones	Planned outcome/performance indicator	Year end progress update as at 31 st March 2012
	Help people to lead fulfilled and independent lives in homes of their choice (MV)	Throughout 2011-12	Enhanced quality of life for people with care and support needs through increased access to information, self directed support and day opportunities.	Community Information Directory includes PA register and many other opportunities for support. Development of dementia hubs has improved support for this group Realignment of day services resources across all client groups has increased access to community activities
	To produce an updated Dudley Autism Strategy in line with the national strategy. (MV)	Throughout 2011-12	Alignment to the National Strategy will ensure service provision is in line with national requirements.	Autism Strategy approved by Cabinet Sept 2011; Action plan in process of implementation
	To improve the standard of accommodation and management of properties in the private rented sector. (RS)	Throughout 2011-12	Engagement mechanism developed for tenants. Forward plan of intervention developed. Landlord forum and newsletter developed.	Tenancy Support team now fully operational Pilot intervention programme in operation Landlord Forum took place and newsletter produced

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Objective	Detailed action/target (and Assistant Director)	Target Date/ milestones	Planned outcome/performance indicator	Year end progress update as at 31 st March 2012
	To reduce the number of vulnerable and low income homeowners living in non-decent homes. (RS)	Throughout 2011-12	Advice and assistance provided to private sector residents through the Home Improvement Service.	Home Improvement Service continues to facilitate and deliver financial assistance and support packages to enable the improvement, repair and adaptation of homes in the borough.
	To communicate issues relating to safeguarding Adults and Children to staff (All)	March 2012	Information cascaded.	Mandatory training ongoing. In total 1,625 training sessions were delivered to staff on various safeguarding issues for adults.
Priority 4: Through working with partners deliver integrated, efficient services that provide better outcomes and value for money.	Support people with a long term condition. (MV)	Throughout 2011-12	Support that enables people to experience a positive experience of care and support. Support that enables people to regain their independence.	Living Independently Team established and achieving reduction in levels of long term support Long term neurological team has been set up and integrated living and acquired brain injury teams have been merged to provide an improved service

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Objective	Detailed action/target (and Assistant Director)	Target Date/ milestones	Planned outcome/performance indicator	Year end progress update as at 31 st March 2012
	To arrange a series of community consultation surgeries and community visits to BME groups (RS)	Throughout 2011-12	Surgeries and visits take place and outcomes fed into service planning/development process.	Series of community consultation surgeries and visits completed.
	To work with partners to ensure that the Gibbs Rd hostel and Domestic Violence unit are re-developed to provide 'fit for purpose' accommodation. (RS)	Throughout 2011-12	Gibbs Rd hostel and Domestic Violence unit are re-developed.	Scheme has been progressing during the year and funding has now been identified for redevelopment.
	To undertake a housing needs survey and use updated housing needs data to inform our revised Borough Housing Strategy. (RS)	Throughout 2011-12	Revised Borough Housing Strategy published.	Housing Needs Survey commissioned and survey completed. Initial findings from the Survey were presented at the Annual Housing Conference and work has commenced on developing our strategic response to these findings.

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Objective	Detailed action/target (and Assistant Director)	Target Date/ milestones	Planned outcome/performance indicator	Year end progress update as at 31 st March 2012
	To organise and disseminate messages of acknowledgment for community festivals, celebrations on behalf of DMBC (RS)	Throughout 2011-12	Messages of acknowledgment disseminated to BME communities.	No messages were available for translation for dissemination to the communities this year.
	Carry out consultation and implementation of: - Dementia Strategy. Older People Strategy. Carers Strategy. Telecare Strategy. (MV)	March 2012	Completed consultation that facilitates the implementation of these strategies.	Consultations completed
	Support the protection of vulnerable adults through organising and providing relevant training for staff across the whole sector. (BC/RC)	Throughout 2011-12	Ongoing programme of training, incorporating an e-learning course ensures awareness of safeguarding for all staff along with ensuring effective use of safeguarding procedures and practices.	Mandatory training ongoing. From March 2011 to 11 th June 2012: 1,080 staff have completed the Essentials Guide to Equality. From March 2011 to 11 th June 2012: 204 managers have completed the Manager's Guide to Diversity.
	Quality Strategy to support the Directorate with a Quality Assurance framework. (BC)	March 2012	Ensure services are delivered which are fit for purpose, relevant and provide added value. Ensuring services meet the needs of its diverse communities is a key component of a quality service.	Consultation on draft strategy to commence early 2012/13

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Objective	Detailed action/target (and Assistant Director)	Target Date/ milestones	Planned outcome/performance indicator	Year end progress update as at 31 st March 2012
	Increase opportunities for local people to be engaged in shaping services that impact on their quality of life. (BC)	Throughout 2011-12	People are enabled to have a say on how their service is provided; customer experience and feedback shapes the delivery of services and communities have a range of ways in which they are engaged with and can influence services.	Outline engagement framework agreed by DMT. Supporting action plan to be developed early 2012/13.
	To ensure staff complete the corporate e-learning programme on equality. (All)	Throughout 2011-12	Staff are suitably equipped and sufficiently aware of equality and diversity issues, particularly in relation to legislative requirements.	Evaluation of uptake being carried out at present. Outline uptake exemplary.
Priority 5: Reform the way we work and deliver our services to make better and more flexible use of resources, local networks, assets and systems.	To support the development of new user led organisations (ulo) in Dudley.	Throughout 2011-12	People with disabilities have a greater ownership on the way services are delivered.	ULO in place

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Objective	Detailed action/target (and Assistant Director)	Target Date/ milestones	Planned outcome/performance indicator	Year end progress update as at 31 st March 2012
	Library engagement activities that inform service development. (KM)	March 2012	(CL1.3a) Annual total of engagement activities	Engagement with users of the Shenstone Theatre at Halesowen Library shaped the management and provision of staging and seating in the theatre. Previous engagement with users has informed the development of Lye Library refurbishment. Consultation on a teenage book review website started. 642 learners accessing English and Maths, 287 learners accessing Language (ESOL) programmes in adult and community learning. (Ros)
	Work in partnership to support the development of skills for life opportunities for Dudley Council Staff and potential employees. (KM)	March 2012	Number of individual adults in Skills for Life / lit, language, numeracy - 400 Number of public sector individuals taking part in learning programmes – Set Baseline	Joint working to support Prime Contractor clients with Post 19 Learning and Skills partners. Actions to be carried forward to annual action plan. Learn Direct pathways promoted. Learn Direct unable to monitor public sector employees participating.

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Objective	Detailed action/target (and Assistant Director)	Target Date/ milestones	Planned outcome/performance indicator	Year end progress update as at 31 st March 2012
	To ensure that clients requiring adaptations have their needs met in a timely and appropriate manner. (RS)	Throughout 2011-12	System approach to delivery of adaptations improved including personal budgets.	Home Improvement Service continues to facilitate and deliver financial assistance and support packages to enable the adaptation of privately owned or rented homes in the borough. The adaptation programme was delivered including additional funds allocated from CLG and the PCT
	To deliver a programme of adaptations in line with resources.	March 2012	Programme produced and delivered.	Adaptations programme delivered including 200k additional funds allocated in September from PCT, except for around 80k for adaptations to void properties
Priority 6: To reduce the environmental impact in all that we do.	Support Housing and Building services to reduce carbon emissions from council housing through provision of training to operatives. (BC)	March 2012	Enhancement of installation of insulation and energy efficient appliances to tenants of council properties.	Training Programme implemented. Work ongoing
	To ensure specifications of materials provided continues to improve quality of homes provided.	March 2012	Improved quality of homes.	Monitored through the Core Specification materials group

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To reduce fuel poverty and CO2 emissions for vulnerable and low income households living in the private sector and develop anti-poverty initiatives. (RS/BC)	Throughout 2011-12	Raised awareness of energy efficiency initiatives and financial incentives available.	Working with the three other Black Country authorities and EST/Verco to develop our response to Green Deal – the Government’s retrofit programme.
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Key of Assistant Directors

DC	Diane Channings
RS	Ron Sims
DH	David Harris
RC	Richard Carter
MV	Maggie Venables
KM	Kate Millin
BC	Brendan Clifford