

Directorate of Corporate Resources

Equality and Diversity Annual Report 2010/11

1.0 Introduction

1.1 The Council's Equality and Diversity policy is implemented through the work of the directorates in relation to both service delivery and employment. All directorates produce annual Equality and Diversity action plans and they report on progress in achieving the targets set in these plans at the end of each year. This Annual Report reports on progress in implementing the Equality and Diversity Action Plans of both the Directorate of Finance, ICT and Procurement and the Directorate of Law, Property and Human Resources for 2010/11.

1.2 The annual report covers the period from April 2010 to March 2011 and contains the following:

- Key facts about the Directorate of Corporate Resources (services and employment)
- Issues from equality impact assessments
- Achievements against the directorate Equality and Diversity Action Plans for 2010/11

1.2 The Directorate of Corporate Resources was established on 1st January 2011, consolidating the services of the Directorate of Finance, ICT and Procurement and most of the Directorate of Law, Property and Human Resources. The service not incorporated into the new Directorate was Corporate Property, which moved to the Directorate of Adult, Community and Housing Services. The Directorate of Corporate Resources Equality and Diversity Action Plan for 2011/12 was considered by the Select Committee on Environment on 21st March 2011 and subsequently approved by the Cabinet Members.

2.0 Key Facts about the Directorate of Corporate Resources

2.1 The Directorate of Corporate Resources provides both front line services to the public and support services to other directorates. It is organised into four divisions as follows:

Customer Services Division

The division provides a front line customer contact centre for a wide range of Council services through Dudley Council Plus. The division also manages Housing & Council Tax Benefits, Council Tax, Business Rates, Registration, Citizenship, Coroner & Celebratory Services and Commercial Services (Curatorial, Crown Centre, Dudley Market and CCTV), all of which involve dealing directly with the public.

Human Resources (HR) and Organisational Development Division

The division provides a full range of HR management support for all the Council's directorates and schools, aimed at enabling and supporting a high performing and continually improving workforce and organisation culture, within the framework and challenges of Council priorities and plans. It supports the development of HR management by the design and implementation of HR standards, strategies and policy across the Council. The function includes providing services such as payroll and pensions, learning and development and occupational health, alongside HR functions such as recruitment and retention, managing absence and performance.

Law and Governance Division

The division provides advice and support for the Council's legal, democratic, health and safety, property management and valuations and strategic asset management requirements, as well as administering the Licensing function. It also supports the directorate in planning and managing performance.

Treasurer's Division

The division provides advice and support for the Council's financial requirements through Accountancy, Audit and Procurement services, ensuring resources are properly managed. It is also responsible for providing the Council with ICT services, including systems and networks, as well as advice, support and training in their use.

2.2 Key achievements by directorate services during the last 12 months include:

- Launched a Customer Charter setting out what standards of service that customers of Dudley Council Plus, Benefit and Revenue Services can expect to receive.
- National customer service week was celebrated by Dudley Council Plus, including competitions, charity fund raising, input from local schools and a visit from Councillors David and Ena Blood.
- Benefit Services participated in the Council's BME annual consultation event at Dudley College.
- The Council's Registration Service is the only one in the West Midlands taking part in a new Home Office pilot (Settlement Checking Service) to improve immigration procedures across the country.
- All services within the Finance directorate achieved the government standard Customer Services Excellence for the first time, while Licensing (Law, Property and HR directorate) retained the standard.
- Launched a facility to provide council service information via Digi TV to Sky TV users, which will help more customers access services from home.
- ICT Services worked with the Libraries service in installing [wifi capability](#) into all borough libraries, enabling free public access to the facility.
- Implemented of a self service HR system that enables staff to check and update their personal details.
- Undertook work to establish an online Equality and Diversity training course, which will be piloted by the Directorate of Corporate Resources during 2011/12. The training will provide improved employee access to basic knowledge of Equality and Diversity principles.

2.3 Key service statistics

Customer Services

- Benefit Services administered £111m in Housing and Council Tax benefit to over 35,000 households and free school meals to 9,591 children in the borough.
- Benefit Services facilitated nearly £2.9m in benefit take-up and supported over 940 successful new claims for Attendance Allowance and Income Support.
- Revenue Services administered the billing, collection and recovery of:
 - Council Tax for over 133,000 properties including granting reductions of over £15m (e.g. for single occupancy).
 - Business Rates for over 10,000 properties, including granting reductions of £15.5m (e.g. for charities and small businesses).
- Dudley Council Plus dealt with over 180,000 customer visits, handled 123,000 payments, received 454,000 telephone calls (of which 87% were answered) and responded to 19,000 electronic enquiries.
- Registrars conducted 719 marriage and 6 civil partnership ceremonies; dealt with 1,341 nationality checking applications and 623 citizenship ceremonies for groups and individuals.

3.0 Strategic Planning and Performance Management

3.1 The Directorate publishes an annual Strategic Plan, to inform staff, internal customers and Council Members of its work. The plan, which is available on the Intranet, sets out the Directorate's objectives, priorities and targets for the year, including those for equality and diversity issues. Performance in achieving action plan targets is measured and managed through regular meetings between senior management and divisional (service) heads, and is formally reviewed by the directorate's management team on a quarterly basis.

3.2 Within the directorate, high priority is given to ensuring all employment practices, procurement activity, use of technology and service delivery comply with equality and diversity policies and current legislation. The lead role for promoting Equality and Diversity is taken by the Law and Governance division of the new directorate, ensuring directorate activities are linked to the corporate agenda and enabling policies to be translated into action at directorate and divisional level. This includes liaising with senior management and divisional heads, providing advice and direction, monitoring progress and preparing regular progress reports.

4.0 Customer Services

4.1 Customer Engagement activities

The directorate records all major engagement activity on the Council's Community Engagement database. Activity during 2010/11 included the following:

- Budget consultation with Business Rate payers
- Budget consultation with the general public
- Benefit Services enquiry counter customer survey

- Monthly customer satisfaction surveys of Benefit Services, Revenue Services and Dudley Council Plus
- Registration
- Licensing

Where equality monitoring data has been requested and provided as part of surveying customer satisfaction, no particular group has demonstrated significantly different satisfaction results. Overall satisfaction with services is high, for example,

- A face to face customer satisfaction survey undertaken jointly by Dudley Council Plus and Benefit Services, between 28th February and 10th March 2011, reported a 98% overall satisfaction rate, an improvement of 1% on the previous year.
- The Registration Services achieved a 100% customer satisfaction rate.
- Revenue Services achieved a 99.4% satisfaction rate.

Other forms of consultation take place, for example, quarterly meetings with a customer group, twice yearly meetings with landlords, as well as meetings with housing associations, property agents and a CAB / Bailiff liaison group.

- 4.2 Customer Feedback (Comments, Compliments and Complaints) are dealt with in accordance with the Corporate process. Respondents are given the opportunity to provide equality information and this is reviewed where available.
- 4.3 The directorate took a lead role in reviewing and updating the Corporate Customer Feedback form.

5.0 Employment

- 5.1 Full data about employment across the Council, including that which meets the requirement for employment monitoring by racial group under race relations legislation, will be published in the Council's Annual Review of Equality and Diversity 2011.
- 5.2 As at 31st March 2011, the number of employees employed by the former Directorates of Finance, ICT & Procurement and Law, Property & HR (including Corporate Property) was 1009. The information is provided in this format to enable comparisons with previous years. Table 1(a) below, shows breakdown by grade, gender, ethnic origin and disability. This can be compared to the Council's profile as a whole which is set out in Table 1(b). The equivalent figures for 31 March 2010 and 2009 are also shown.

Table 1(a): Directorate workforce profile 31/3/11 (compared with 31/3/10 and 31/3/09)

Directorate of Corporate Resources		Female (%)	Male (%)	BME (%)	Disabled (%)
Scale point 34 and above (Principal Officer grades)	31/3/11	50.0	50.0	6.1	3.0
	31/3/10	49.2	50.8	5.5	3.6
	31/3/09	44.0	56.0	5.4	3.7
Below scale point 34 (lower grades)	31/3/11	71.6	28.4	9.2	3.6
	31/3/10	71.7	28.3	9.1	2.6
	31/3/09	68.8	31.2	8.2	3.1
Total	31/3/11	65.3	34.7	8.3	3.4
	31/3/10	65.2	34.8	8.0	2.9
	31/3/09	62.0	38.0	7.5	3.4

Table 1(b): Dudley MBC workforce profile 31/3/11 (compared with 31/3/10 and 31/3/09)

Dudley MBC		Female (%)	Male (%)	BME*	Disabled (%)
Scale point 34 and above (Principal Officer grades) (excluding schools) #	31/3/11	52.5	47.4	9.7	4.7
	31/3/10	51.3	48.7	8.8	4.5
	31/3/09	51.1	48.9	9.2	4.5
Below scale point 34 (lower grades) (excluding schools) #	31/3/11	68.7	31.3	7.5	3.1
	31/3/10	69.2	30.8	7.1	2.6
	31/3/09	69.3	30.7	6.3	2.6
Total (excluding schools)	31/3/11	65.6	34.3	7.8	3.4
	31/3/10	66.4	33.6	7.3	2.9
	31/3/09	66.5	33.5	6.8	2.9
Total (including schools)	31/3/11	75.0	24.9	6.2	2.0
	31/3/10	75.2	24.8	6.0	1.7
	31/3/09	75.0	25.0	5.6	1.8

Notes: Scale point 34 on 31 March 2011 £28,600 approx.

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

Grade breakdown excludes schools due to the different grading for teachers

5.3 In terms of age, the directorate has a slightly younger profile compared with the Council overall.

Table 2 - % of employees by age band

Band	Dir. of CR	Council
16-24	9.6	7.0
25-34	20.5	16.9
35-44	26.6	25.6
45-54	27.6	29.7
55-64	14.5	18.0
65+	1.2	2.8

- 5.4 The directorate supports flexible working, The Table below shows the percentages by gender who work part time.

Table 3: % of employees working part time

Gender	Dir. of CR	Council
% of Male	12.3	22.5
% of Female	41.9	61.7

5.5 Recruitment

Table 4 sets out the Directorate's recruitment analysis for 2010/11 compared with the previous two years. Recruitment is conducted in accordance with Council policies and procedures, which guarantee an interview for all disabled candidates who meet the person specification.

Table 4: Recruitment activity

	Number	Male %	Female %	BME %	Disabled %
2010/11	45	24	76	22	0
<i>2009/10</i>	<i>27</i>	<i>19</i>	<i>81</i>	<i>7</i>	<i>0</i>
<i>2008/09</i>	<i>55</i>	<i>50</i>	<i>50</i>	<i>9</i>	<i>0</i>

5.6 Performance, Learning and Development and Consultation

All employees are expected to undergo an annual Performance Review and Development (PRD) or Two Way Assessment meeting with their line manager. The meeting provides a formal opportunity to discuss work performance during the previous year, objectives for the next 12 months and any learning and development needs arising. The outcome of this meeting is an action plan for the individual to address any needs.

- 5.7 Employees receive specific training in equality issues as appropriate to their role. Courses undertaken during the year included updates on the Equality Act; briefings on Equal pay; refresher training on recruiting people legally as well as Equality and Diversity awareness (general and disability-related). In addition, equality issues form an integral part of standard management development courses that aspiring, new and existing managers attend in the course of their work.

- 5.8 In response to the economic situation and the Government's budget settlement for 2011/12 and beyond, the Council has been required to make an unprecedented level of savings. Whilst efforts are being made to minimise the numbers of compulsory redundancies, the HR and Organisational Development Division of the directorate has developed the [Facing the Future](#) programme, a package of learning and development activities designed to support staff and managers facing significant change and / or redundancy.

- 5.9 Both the Directorates of Finance, ICT and Procurement and Law, Property and HR were due to have undergone an Investors in People review in 2009, however this was delayed pending the implementation of the Directorate of Corporate Resources. A review is now planned for later in 2011.

- 5.10 During 2010/11, the Finance directorate participated in an initiative to provide work experience for two young people with a learning disability

5.11 The last corporate employee survey was conducted in 2009 and the results / outcomes were reported in the 2009/10 annual reports.

6.0 Equality Impact Assessments

6.1 An equality impact assessment (EIA) is a systematic and thorough approach to assessing the effects that the Council's policies or services have, or are likely to have, on different groups or communities. These usually relate to age, disability, gender, race, religion or belief and sexual orientation.

6.2 During 2010/11, in accordance with the programme set out in the Council's Equality Scheme, the Directorate of Finance, ICT and Procurement undertook EIA reviews of the following services. Issues highlighted are mentioned in brackets.

- Benefit Services (continue staff training in equality awareness; maintain and broaden knowledge of the community)
- Revenue Services (continue staff training in equality awareness)
- Dudley Council Plus (continue staff training in equality awareness; respond to feedback by local equality groups)

It also undertook an initial EIA of the proposal to review the service provided by the Benefits Shop with effect from 2011/12, as part of the Council's overall budget reduction exercise. A further EIA is planned as part of the future redesign on the service.

The Directorate of Law, Property and HR undertook EIAs of the following services / new policies. Issues highlighted are mentioned in brackets.

- Licensing (issue re. further equality monitoring to be considered)
- Managing Employees with Disabilities (further data collection to be considered; training for HR officers and managers)
- Job Sharing (further data collection to be considered)
- Management of Change (various issues that have since been considered in more detail in a Staffing EIA being finalised early in 2011/12)
- Retirement (further data collection to be considered)

Actions to address issues highlighted by the EIAs are included in the Equality and Diversity Action Plan and divisional Business Plans for 2011/12 where appropriate.

7.0 Achievements against the Directorate of Finance, ICT and Procurement and Directorate of Law, Property and HR Equality and Diversity Action Plans for 2010/11

7.1 The achievements against each of the targets set in both directorates' equality and diversity action plans for 2010/11 are set out in the Appendix (1a and 1b).

Directorate of Corporate Resources
June 2011

Performance report on Directorate of Finance, ICT and Procurement Equality and Diversity Action Plan for 2010/11

Objective and lead officer	Detailed action / target and lead officer	Target date / milestones	Planned outcome / performance indicator	Progress / final outcome
Priority 1 - Undertake equality impact assessments (EIAs)				
1.1 AD (Customer Services)	Review / update previous EIAs of Benefit Services and Revenue Services.	December 2010	EIA reviews completed Identified actions included in business plans and the equality and diversity action plan.	EIAs completed and published (see section 6.2 of the report). Actions recorded in Directorate of Corporate Resources Equality and Diversity Action Plan 2011/12 where appropriate.
Head of ICT Services	Undertake EIA of the Council's ICT Strategy.			EIA of ICT Strategy not yet undertaken as preparation of the new Strategy has been delayed.
Priority 2 - Improve customer access to services				
2.1 AD (Customer Services)	Achieve the Government's Customer Service Excellence standard for all Finance directorate services.	November 2010	Standard achieved for services being reviewed.	Achieved. Will be extended in 2011/12 to include Registration section.
2.2 AD (Customer Services)	Engage with our customers to ensure that our services continue to meet their requirements.	Ongoing to March 2011	Customer satisfaction survey results. Customer Consultation Group feedback. Revenues / CAB / Bailiff Liaison Group feedback.	A range of customer satisfaction surveys including a joint Benefits and Dudley Council Plus survey in March 2011 which included consideration of special needs. Customer Consultation Group continues to meet quarterly,

Objective and lead officer	Detailed action / target and lead officer	Target date / milestones	Planned outcome / performance indicator	Progress / final outcome
				providing valuable feedback on service.
Priority 3 - Contribute to reducing poverty and social exclusion in the borough				
3.1 AD (Customer Services)	Maximise take-up of benefits and other reductions by priority groups.	March 2011	Amount of new benefits achieved. No. of successful new claims for Attendance Allowance (AA) and Income Support (IS). Amount of council tax and business rate reductions allowed during the year.	Benefit take-up £2.87m (target £2.1m). Benefit campaigns 942 (target 900). Reductions amount to £30.5m.
3.2 AD (Customer Services)	Develop knowledge of the local community and service users to ensure that the service is accessible and responsive and people get the benefits to which they are entitled.	March 2011	Improved knowledge of existing customer base, which will allow us to determine appropriate strategies for improved take up of benefit and other reductions by various groups.	Specific work on Benefit take-up continues to identify and target individual and groups who are eligible to claim but are not currently doing so.
Priority 4 - Manage staffing resources fairly and equally				
4.1 All divisional heads	Ensure all employees participate in the Performance Review and Development (PRD) process and have a training plan with jointly identified and agreed training priorities.	March 2011	% of employees who take part in the PRD process.	All employees take part on the annual PRD process as part of a rolling programme. Any PRDs delayed due to work pressures or employee absence are undertaken at the earliest opportunity.

Objective and lead officer	Detailed action / target and lead officer	Target date / milestones	Planned outcome / performance indicator	Progress / final outcome
4.2 All divisional heads	Ensure managers and employees receive appropriate learning and development opportunities.	March 2011	Numbers receiving training in equality and safeguarding issues.	20 employees received training in topics including disability equality, carer awareness and safeguarding. In addition, 11 employees undertook NVQ2 in Customer Services, which includes elements of equality awareness. Various management level courses were also attended including an update on the law with regard to recruitment.
4.3 All divisional heads	Monitor workforce and undertake workforce planning to enable managers to make decisions about future targets.	March 2011	Workforce meets service needs and reflects the economically active community.	Workforce composition is regularly monitored and the data shown in 5.2 indicates that BME groups are increasingly successful in gaining employment. The % of disabled people employed has also increased. This may be due, to some extent, to the self service facility within the HR system that allows employees to update their personal details.
4.4 All divisional heads	Review the results of the 2009 employee survey and address any issues arising.	June 2010	Improved employee satisfaction. Improved employee survey results in future years.	This was undertaken mainly during 2009/10 and managers have continued to address employee concerns during 2010/11
4.5 All divisional	Subject to the plans for the Directorate of Corporate	March 2011	IIP accreditation achieved.	Although delayed, the process of updating IIP accreditation has

Objective and lead officer	Detailed action / target and lead officer	Target date / milestones	Planned outcome / performance indicator	Progress / final outcome
heads	Resources, achieve the targets in the Investors in People (IIP) action plan for the new directorate.			continued, with senior managers working closely with the IIP assessor.
Priority 5 - Promote equality through effective use of ICT resources				
5.1 Head of ICT Services	Undertake improvements to Council website that will provide users with improved access to information about Council services.	June 2010	Improved access. "Hits" on most popular pages and customer feedback via occasional surveys.	Improvements include Digi TV, council tax automated telephony, text relay service and the automated capture of claimant information from benefit application forms. The Council has also adopted social networking technology e.g. Facebook and Twitter to tell customers about its services.
5.2 Head of ICT Services	Consider implications for the Council of the Digital Britain mandate from central government, and the Public Sector Network which could underpin it.	March 2011 (ongoing)	Improved communication / better access to information between government, council and the public. Outcomes will become clearer during the year.	See above for ongoing examples.
5.3 Head of ICT Services	Trial public wi-fi project that will enable the community to connect to the internet (hence council services) from hotspots in Council buildings (e.g. libraries)	May 2010	Improved communication facilities for service users.	Working in partnership with the libraries service, wifi implemented in all borough libraries.

Objective and lead officer	Detailed action / target and lead officer	Target date / milestones	Planned outcome / performance indicator	Progress / final outcome
5.4 Head of ICT Services	Introduce e-petitioning service, which can act as a catalyst for community consultation.	December 2010	Improved channels for service users to make their views known.	E-petitioning established.
5.5 All divisional heads	Investigate the possibilities regarding extending the home based working initiative.	June 2010	Numbers on the scheme; Improved employee productivity, job satisfaction and work life balance.	Numbers on the scheme are being maintained and consideration is being given to increasing numbers however this will be based on businesses need. Trial in Council Tax section to commence summer 2011.
Priority 6 - Promote equality through the procurement process				
6.1 Head of Procurement	Support corporate work in developing the guidance on equality issues in procurement and promoting awareness following the publication of the Equality Act.	March 2011	Latest guidance provided; officers following corporate guidance. Number of Key Decision contracts taking into consideration Economic, Environmental and Social factors in the award procedure.	Guidance (including the implications of the Equality Act) continues to be provided and updated, as the government releases new codes of practice etc.
Priority 7 - Support corporate initiatives				
7.1 Equality and Diversity Leadership Group	Assess new duties under the Equality Act, agree action plan and commence implementation.	March 2011	Meet legal requirements. Key priorities and actions identified. Improved outcomes for equality groups.	Corporate work supported through the work of the Equality and Diversity Leadership Group and the Support Services Directorates groups, e.g. public sector equality

Objective and lead officer	Detailed action / target and lead officer	Target date / milestones	Planned outcome / performance indicator	Progress / final outcome
				duties - information publishing requirements.
7.2 Equality and Diversity Leadership Group	Support the review the Equality Scheme in light of requirements of the Equality Act	October 2010	Support provided.	See above.
Priority 8 - Deal with impact on services and employment re. Directorate of Corporate Resources				
8.1 All divisional heads	Produce equality and diversity action plan for new directorate.	March 2011	Plan agreed and published.	Plan approved by Select Committee in March 2011.

Performance report on Directorate of Law, Property and HR Equality and Diversity Action Plan for 2010/11

Objective (lead officer)	Detailed action / target	Target date / milestones	Planned outcome / performance indicator	Progress / final outcome
Priority 1 - Ensure High Levels of Customer Satisfaction				
1.1 Licensing and Service Improvement Officer	To ensure (in partnership with Dudley College) the Road Passenger Vehicle Driving (RPVD) NVQ Level 2 qualification is undertaken by all licensed private hire and hackney carriage drivers to improve the service they provide to the travelling public.	April 2010 March 2013	100 drivers gained qualification. All drivers gained qualification.	153 drivers passed, however from September 2010 Dudley College course ceased due to withdrawal of funding. A proposed alternative course will be presented to the Taxi Focus Group in July/August and to the Taxis Committee in September/October 2011.
Priority 2 - Widening our appeal as an employer				
2.1 Head of Business and Support, Corporate Property	Promote careers within Professional Property related services to women and ethnic minorities through close liaison with school career advisors, school career events and work placements within Corporate Property.	April 2010 – March 2011	Number of placements undertaken by children during the year. Students expressing an interest in furthering their knowledge in the property or construction sectors.	8 pupil work placements undertaken with targeted groups. Liaised with a Dudley school to input into part of their curriculum on a specific construction course.
2.2 Head of Building Surveying, Corporate Property	Maintain an access improvement programme for the Council's buildings subject to available resources.	April 2010 – March 2011	More accessible property portfolio. Measured by Access Officer's review of public access buildings.	Programme of improvements has been integrated into the Repairs and Maintenance programme. A new pre-acquisition survey process has been established to ensure that disability access features are properly

Objective (lead officer)	Detailed action / target	Target date / milestones	Planned outcome / performance indicator	Progress / final outcome
3.2 as above	Undertake Equality Impact Assessment on the Learning & Development Strategy and other policies as they are written once the reports have been set up in PSE.	September 2010	EIA's completed with action plans.	Programme of EIAs being completed (see section 6.2).
Priority 4 - Recruitment, retention & Diversity				
4.1 Head of HR supporting Central Services directorates	<p>Implement the actions set out in the Human Resources Strategy in order to improve recruitment and retention of disabled employees.</p> <p>Develop Guidelines for Managing Employees with Disabilities in consultation with the Employees with Disabilities Group. Deliver workshops to reflect the guidelines. HR Officer supporting each Directorate to specialise in supporting disabled employees and act as a contact. Process to ensure short-listing of disabled applicants ensuring that the Two Ticks commitment is followed.</p>	<p>March 2011</p> <p>Throughout 2010/11</p>	<p>Achieve identified action in the HR Strategy.</p> <p>Increase the percentage of disabled employees being employed in the directorate.</p>	<p>A review of the recruitment process is being undertaken including the development of guidelines for managers.</p> <p>Guidelines for managers in dealing with employees with disabilities have been published and managers trained. Guidelines specify named contact officers who can provide advice and support to both Employees with Disabilities Group and managers.</p> <p>The Two Ticks commitment is being maintained.</p>

Objective (lead officer)	Detailed action / target	Target date / milestones	Planned outcome / performance indicator	Progress / final outcome
	Assist Directorates in any follow-up actions following Corporate Boards consideration of the DACHS report on Learning Disabilities in Employment.			
4.2 Head of HR supporting DACHS	Targeted advertising using a generic advert to attract disabled people using Able Magazine and Rehab UK publications.	June 2010	Increase the numbers of disabled people applying to work at the Council.	Editorial featured in Able Magazine promoting the existence and good work of the Employees with Disabilities groups.
4.3 All Heads of HR	Equality Impact Assessments to be carried out on all revised and future HR policies and procedures.	March 2012	EIA's completed.	Ongoing process – see section 6.2 for a list of EIAs completed during the year
4.4 HR First Team manager	Provide administration support to the employee support groups.	April 2010	More employees attend the group meetings and feel informed and supported in the workplace.	Support provided in the form of letters to employees advising them of the existence of the groups.
4.5 All Heads of HR	Implement of Self Serve Module in PSE.	March 2011	More accurate data.	Module implemented. Employees have been reminded to access and check their personal details on the HR Self service system.
4.6 Heads of HR / Head of Corporate	Provide support to Directorates with workforce planning.	April 2010	Enable managers to have a workforce in place to achieve their service plans objectives.	HR officers have provided all directorates with HR planning support as part of the strategic planning process.

Objective (lead officer)	Detailed action / target	Target date / milestones	Planned outcome / performance indicator	Progress / final outcome
Learning & Development.				
Priority 5 - Support Corporate Initiatives				
5.1 Director of Corporate Resources	Support the review of the Equality Scheme when requirements of the Equality Act are published.	Ongoing throughout 2010/2011	Meet legal requirements.	Corporate work supported through the work of the Equality and Diversity Leadership Group and the Support Services Directorates groups, e.g. public sector equality duties information publishing requirements.
Priority 6 - Establishment of the new Directorate of Corporate Resources				
6.1 Director of Corporate Resources	Produce an equality and diversity action plan for the new directorate.	March 2011	Plan agreed and published.	Plan approved.