

Chief Executive's Directorate

Equality and Diversity Annual Report 2006/07

1. Introduction

1.1 The Council's equality and diversity policy requires all directorates to produce an annual equality and diversity action plan to develop their work in implementing the Council's equality and diversity policy in relation to their service areas and employment practices. All directorates also produce an annual report on implementation of the action plan. This is prepared after the end of March so that it can report on a full year's progress on action plan targets. The Chief Executive's Directorate's equality and diversity action plan for 2007/08 was considered by the Select Committee on Regeneration, Culture and Adult Education on 6th March 2007.

1.2 This document is the annual report and covers the period from April 2006 to March 2007. The report contains:

- key facts about the directorate
- progress on Race Equality Scheme assessments
- achievements against the directorate's equality and diversity action plan for 2006/07.

2. Key Facts

2.1 Each directorate produces a strategic plan which set out its priorities, objectives and targets for the year and encompasses its equality and diversity action plan. The strategic plan sets out the mission statement for the Directorate which is:

"The role of the Chief Executive's Directorate is to promote a high performing, customer-focused Council, with accessible, quality public services that measurably improve the quality of life. We aim to achieve this through: corporate leadership and direction, developing our staff, and developing collaborative partnerships that make a difference."

2.2 The Directorate contains the following sections:

- Administration Services
- Community Safety

- Corporate Learning and Development
- Corporate Personnel
- Corporate Policy and Research
- Credit Union
- Customer Access to Services
- Dudley Council Plus
- Electoral Services
- Health and Safety
- Marketing and Communications
- Neighbourhood Management
- Secretariat, Leader's and Mayor's office

2.3 The Directorate employs 425 staff (as at 31 March 2007) and its workforce profile is set out in table 1(a) showing a breakdown by grade. This can be compared with the Council's profile as a whole which is set out in table 1(b). The equivalent figures for 31 March 2006 are set out in italics in tables 1(a) and (b), but it should be noted that, due to all individual directorates' personnel, training and marketing and communications functions being incorporated into the central teams from April 2006, the size and nature of the directorate has changed and the directorate's figures are therefore not directly comparable. The figures do show, however, that the directorate has a higher proportion of BME employees than the Council as a whole. The figure for disabled employees, following the completion of the personal data audit which was piloted in the directorate in autumn 2006, is also well above the Council average and increased considerably as a result of the audit. Audit returns for the rest of the directorates are currently being processed.

Table 1(a). Chief Executive's Directorate workforce profile 31 March 2007 (compared with 31 March 2006)

Chief Executive's		Female (%)	Male (%)	BME (%)	Disabled (%)
Scale point 34 and above (higher grades)	31/03/07	66.4	33.6	6.4	9.1
	<i>31/03/06</i>	<i>59.7</i>	<i>40.3</i>	<i>6.0</i>	<i>1.5</i>
Below scale point 34 (lower grades)	31/03/07	76.5	23.5	7.9	4.1
	<i>31/03/06</i>	<i>75.6</i>	<i>24.4</i>	<i>7.1</i>	<i>1.5</i>
Total	31/03/07	73.9	26.1	7.5	5.4
	<i>31/03/06</i>	<i>71.9</i>	<i>28.4</i>	<i>6.8</i>	<i>1.5</i>

Table 1(b). Dudley MBC workforce profile 31 March 2007 (compared with 31 March 2006)

Dudley MBC		Female (%)	Male (%)	BME*	Disabled (%)
Scale point 34 and above (higher grades) (excluding schools) [#]	31/03/07	49.6	50.4	8.9	4.3
	31/03/06	48.0	52.0	8.0	2.0
Below scale point 34 (lower grades) (excluding schools) [#]	31/03/07	69.7	30.3	5.9	2.2
	31/03/06	69.3	30.7	5.2	1.3
Total (excluding schools)	31/03/07	66.9	33.1	6.4	2.5
	31/03/06	66.4	33.6	5.6	1.4
Total (including schools)	31/03/07	74.8	25.2	5.1	1.7
	31/03/06	74.6	25.4	4.6	0.8

Notes: Scale point 34 on 31 March 2007 £27,000 approx.

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

[#]Grade breakdown excludes schools due to the different grading structure for teachers

- 2.4 The directorate recruited 11 employees in 2006/07 of which 63.6% were female, none were disabled and 9.1% were from a BME background. Given such small numbers, comparisons with 2005/06, when 16 employees were recruited of which 81.3% were female, 6.3% were disabled and 6.3% were from a BME background, are not statistically significant.
- 2.5 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 presented and analysed in the Annual Review of Equality and Diversity 2007. This will be prepared for the Select Committee on Regeneration, Culture and Adult Education and the Cabinet in September. This annual report should therefore be read in conjunction with the Council-wide review report.

3. Race Equality Scheme Reviews

- 3.1 In accordance with the Council's Race Equality Scheme, a number of assessments of service/policy areas were undertaken during 2005/06 against the requirements of the Race Relations (Amendment) Act 2000. In order to meet our commitments in reporting on the reviews, a summary of the

outcomes of these year 3 Race Equality Scheme reviews was set out in last year's annual report as they had been completed ahead of schedule.

- 3.2 Assessments are currently under way on service areas within the directorate's responsibilities identified in the May 2005 Race Equality Scheme. The more detailed outcomes will be included in next year's action plan and annual report. Progress is briefly summarised below.

Training and Development – data on requests for and receipt of training by ethnic group are collected and analysed by ethnic origin each year and presented in the annual review of equality and diversity. The next phase of the personnel and payroll system includes training which will improve the Council's capacity for recording, presenting and assessing training data. A review of equality and diversity training is planned for 2007/08 and possible providers of intranet-based diversity training have been investigated to supplement the more traditional approaches.

Marketing and communications - a range of initiatives has been highlighted to improve the way we communicate with different communities and celebrate success. Examples include: improvements to publications and campaigns to ensure that the diversity of the workforce and/or the community is reflected and promoted; the press and media contact list has been extended to include BME community press and media; events are held during Black History Month in October; the Council worked with Dudley Muslim Association to advertise on Radio Ramadan during the month of Ramadan, raising awareness and to increase take-up of council services amongst all communities.

Grievance and disciplinary procedures – data are collected, presented and analysed for the annual review of equality and diversity on the impact of these procedures by ethnic group. There are no significant trends or patterns emerging to date from this data. The linked combating bullying and harassment procedure was assessed and a revised procedure produced in December 2006.

4. Achievements against the Directorate's Equality and Diversity Action Plan for 2006/07

- 4.1 The achievements against the Directorate's equality and diversity action plan for 2006/07 are set out in tables 2 and 3. Table 2 reports on progress against the Council-wide equality and diversity priorities and objectives in the action plan for 2006/07 and table 3 reports on those established for the directorate.

Chief Executive's Directorate
May 2007

Table 2. Chief Executive's Directorate – Progress Report on the Equality and Diversity Action Plan for 2006/07 - Directorate Contribution to the Council's Equality and Diversity Priorities for 2006/07

Objective (and lead officer)	Council Plan Priority	Target Date/ milestones	Planned outcome/ performance indicator	Progress/final outcome
<p>CP1. Equality Scheme</p> <p>(a) Complete the impact assessments listed in the revised Race Equality Scheme by 31st May 2006</p> <p>(b) Assess the implications of the Equality Bill - build requirements for gender, religion or belief, and sexual orientation into the Equality Scheme (SM)</p>	<p>Quality service matters</p>	<p>May 2006</p> <p>Report to EDAG – July 2006 Complete by November 2006</p>	<p>Assessments completed by deadline Impacts/ outcomes assessed Improvements/ actions identified</p> <p>Scheme published by deadline</p>	<p>Community safety (anti-social behaviour) – completed and will be wider equality impact assessment during 2007/08 (DH) Credit union (RW) – completed and actions fed into 2007/08 action plan Harassment and bullying (JC) – completed and revised policy issued in Dec. 2006 Recruitment and selection (CH) – delayed due to pay and grading review but rescheduled as full EIA for 2007/08.</p> <p>Equality Scheme (Gender) published April 2007 in accordance with Equality Act. Religion or belief and sexual orientation to be fully incorporated by 2009 in line with Equality Standard</p>

<p>(c) Launch equality impact assessment (EIA) guidance and develop a programme of assessments across all directorates to feed into the Scheme's action plan - finalise corporate EIA guidance and develop EIA programme for directorate (SM)</p> <p>(d) Maintain or increase the score against BVPI 2b) on race equality</p> <p>(e) Publish the combined Equality Scheme by 4th December 2006 - establish consultation process for production of Equality Scheme with staff, community and other stakeholders (SM)</p>		<p>Launch guidance in April 2006 Programme by October 2006</p> <p>By March 2007</p> <p>Consultation plan by April 2006 Publish Scheme by 4 December 2006</p>	<p>Guidance launched Programme agreed</p> <p>Score at least maintained</p> <p>Consultation plan implemented Scheme published by deadline</p>	<p>Directorate's programme agreed in October 2006 and included in Equality Scheme. EIA guidance piloted during 2006/07 and redrafted.</p> <p>Achieved</p> <p>ADC, employees, BME communities, Cabinet and citizens panel consulted. Disability Equality Scheme published by 04/12/06; combined scheme by 30/04/07 in line with Gender Equality Scheme requirements.</p>
<p>CP2. Equality Standard for Local Government - implement the action plan to achieve level 3 of the Standard by March 2007</p> <p>(a) Implement E-diversity training package for staff (SW)</p>	<p>Quality service matters</p>	<p>By December 2006</p>	<p>Training package in place. No. of</p>	<p>Revised Standard awaited from the IDeA so unclear at this stage what requirements for level 3 will be.</p> <p>Alternative providers being investigated. Target carried forward to 2007/08 action plan.</p>

<p>(b) Review progress with Race Equality Scheme review reports for the directorate in relation to information collection/equality monitoring (SM)</p>		<p>By September 2006</p>	<p>employees completing package</p> <p>Improved equality impact data</p>	<p>Improved data being collected on harassment and bullying; actions to improve data included in 2007/08 action plan on credit union and anti-social behaviour; recruitment phase of new personnel and payroll system being piloted.</p>
<p>(c) Implement the Partnership Evaluation Tool (PET) over a wider range of partnerships in order to promote equality target setting (JH)</p>		<p>Review progress with major partnerships by March 2007</p>	<p>Increase in number of partnerships meeting PET requirements on equality</p>	<p>All major partnerships evaluated by March 2007 so baseline and improvement actions established.</p>
<p>(d) Work with thematic partnerships to develop equality targets in response to the new community strategy (AW)</p>		<p>By January 2007</p>	<p>Equality targets set by partnerships</p>	<p>Local Area Agreement contains a number of specific targets to promote equality – these have also been included in the Equality Scheme.</p>
<p>(e) Finalise promoting equality through</p>		<p>Complete</p>	<p>Relevant</p>	<p>Guidelines produced in early 2006/07.</p>

procurement guidelines and contribute to review of model contract clauses and training of relevant staff (PS)		guidelines by April 2006 Training to begin April 2006	equality considerations built into procurement processes	Training of relevant staff underway from early 2007/08.
(f) Publish directorate action plans and annual reports on website (JW)		From April 2006	Wider availability of plans and performance information	All published on website. Specific web pages on equality currently being designed for easier reference.
(g) Pursue further involvement of community representatives in select committee scrutiny of action plans (SM)		By June 2006	Improved scrutiny of action plans	Review of role of community representatives panel currently under way.
(h) Implement new job evaluation scheme Council-wide and introduce new pay and reward strategy (SW)		Complete by March 2007	Equal pay discrepancies identified and addressed	Job evaluation exercise close to completion. Pay and reward strategy to be completed by December 2007.
(i) Include specific reference to equality action plans in performance review and development (PRD) guidance (TM)		April 2006	Increased employee awareness of role in promoting equality	PRD guidance revised by target date.

(j) Finalise revised recruitment policy and procedure and support by revisions to training programme (TM/ST/PC)		December 2006	Fair recruitment practices established	Review postponed to 2007/08 due to pay and grading review.
<p>CP3. People management strategy (CH)</p> <p>(a) Implement the equality and diversity elements of the strategy - finalise People management strategy, to include workforce targets</p> <p>(b) Produce and implement an age and employment policy and procedure to comply with the new legislation - complete age and employment policy and procedure; launch policy with training and awareness</p> <p>(c) Establish a full framework of flexible working policies by mid 2006 - complete flexible working policies listed in the strategy</p> <p>(d) Achieve an increase in the number of disabled employees working for the Council - establish revised baseline</p>		<p>Target dates as set out in strategy</p> <p>Policy and procedure completed by mid-2006</p> <p>Mid-2006</p> <p>December 2006</p>	<p>Target dates achieved</p> <p>Fair employment policies and procedures in relation to age</p> <p>No. of employees taking up options</p> <p>More accurate baseline</p> <p>Increase in</p>	<p>People management strategy completed. Implementation details - see below</p> <p>Retirement procedure complete and normal retirement age altered from 65 to 70. Training and awareness sessions held with key staff, including schools</p> <p>New homeworking and revised flexi-time and voluntary alteration of hours policies completed.</p> <p>Audit completed in Chief Executive's Directorate in October 2006 – disabled employees increased from 2.9% to 5.4%</p>

through completion of employee audit; review audit findings and determine actions to follow up findings			numbers of employees identifying a disability	Audit now completed across the Council and data currently being inputted
<p>CP4. Disability Access Strategy</p> <p>(a) Implement the actions contained within the Council's Disability Access Strategy - develop targets to address gaps in action plans; link with development of Equality Scheme (SM)</p> <p>(b) Achieve an improvement in the score against BVPI 156 on access to buildings Transfer further services to Dudley Council Plus in accordance with the programme and develop second customer access centre (see also CE1)</p>	Quality service matters	<p>Six-monthly progress reports Complete by December 2006</p> <p>By March 2007</p>	<p>Coordinated strategies and action plans</p> <p>Improved access to services Increase in BVPI 156 score</p>	<p>Disability Access Strategy reviewed and now incorporated into the Disability Equality Scheme by Dec. 2006. Progress to be reported annually in the Annual review of equality and diversity and through directorate annual reports.</p> <p>Improvement in BVPI 156 score from 23% in 2006 to 29% in 2007 – demonstrates continuing improvements to buildings access and service transfers to Dudley Council Plus</p>

Table 3. Chief Executive's Directorate – Progress Report on the Equality and Diversity Action Plan for 2006/07 - Other Equality and Diversity Activities

Objective (and lead officer)	Council Plan Priority	Target Date/ milestones	Planned outcome/ performance indicator	Progress/final outcome
<p>CE1. Improve access to Council services through Dudley Council Plus (KM)</p> <p>(a) Improve external and internal signage to take into account needs of disabled people and different communities</p> <p>(b) Engage Access in Dudley (AID) to assist in design of next customer access centre</p> <p>(c) Continue programme of awareness training for staff to enhance knowledge of diverse customer needs</p>	<p>Quality service matters</p>	<p>Receptions and DCplus - April '06; action plan & mrkt. strategy – corporate board/cabinet June 2006</p> <p>Initial consult. with AID – start July 06; survey of premises – Sept – Oct 06</p> <p>Training schedules by April 2006</p>	<p>Improved access to centre and information</p> <p>Accessible centre</p> <p>Improved staff awareness and services to</p>	<p>Improved signage completed</p> <p>Meetings held with representatives of AID as part of continuing involvement in development of Dudley Council Plus.</p> <p>Initial training carried out for new employees. Further training needs analysis to be carried out by Sept. 2007</p>

<p>(d) Review process of recruitment and encourage applications for jobs from underrepresented groups</p>		<p>Review and prepare business case by April 2006. Implementation plan by August 2006.</p>	<p>customers Diverse workforce</p>	<p>Insufficient recruitment activity undertaken during the year to make an impact.</p>
<p>(e) Inform different sections of the community about Dudley Council Plus and its services</p>		<p>Implement communication plan including roadshow events, engagement of Members and use of different media by March 2007</p>	<p>Increase in community awareness of improved service availability</p>	<p>Article about DCPlus through the contact via RECS was published in the year in a local newspaper and distributed to local community groups. Further engagement with local groups, including older people, through Dosti and other partners planned in 2007/08</p>
<p>(f) Make links between Dudley Council Plus and the Older Persons Strategy</p>		<p>Identify and work with 'critical friends' to identify</p>	<p>Older people's service access issues addressed</p>	<p>Participation in Older People's strategy consultation. Links made with Age Concern and Citizens Advice Bureaux. Arrangements established for customer</p>

<p>(g) Review the information obtained from research in managed neighbourhoods</p>		<p>service access needs - begin June 06; review outcome - Nov. 2006</p> <p>Report on implications - July 06; review locations of kiosk info points – Sept.06 Relocate as necessary - Feb '07; review content of kiosk info. points to improve access - May 2006</p>	<p>Service access issues of 'hard to reach' communities in managed neighbourhoods addressed</p>	<p>referrals</p> <p>Work undertaken with ICT services on content of kiosks. New kiosk to be located at Russells Hall hospital. Further work to be undertaken during 2007/08 on managed neighbourhood needs.</p>
<p>CE2. Improve consultation mechanisms with BME communities (GT) - review corporate consultation arrangements with BME communities</p>	<p>Quality service matters</p>	<p>December 2006</p>	<p>Improved consultation</p>	<p>Audit of BME community consultation undertaken across Council. Good practice being identified. Council-wide community event to be held in November.</p>

<p>CE3. Improve communications with 'hard to reach' groups (JJ) - identify ways to improve targeting of corporate communications with key communities</p>	<p>Quality service matters</p>	<p>March 2007</p>	<p>Improved targeting of information People/ communities better informed</p>	<p>Range of actions taken including: broadcasts on Radio Ramadan; press and media list extended; improvements to publications and campaigns to ensure diversity reflected e.g. in images used; events for Black History month; standards for signage being developed</p>
<p>CE4. Improve reporting of and understanding of antisocial behaviour (DH)</p> <p>(a) Analysis of antisocial behaviour/hate/domestic abuse incident reporting by racial group to establish any significant pattern(s).</p> <p>(b) Monitor, with a view to increasing, customer satisfaction of victims and witnesses from vulnerable groups</p>	<p>Safety matters</p>	<p>Monitoring via case mgt. software – Oct. 2006; analysis - March 2007</p> <p>March 2007</p>	<p>Patterns of incidents by racial group established</p> <p>Increased satisfaction levels</p>	<p>Database operational from 1 April 2007 so analysis target carried forward to 2007/08 action plan</p> <p>Target carried forward to 2007/08 action plan</p>
<p>CE5. Promote engagement with BME communities through Neighbourhood Management (SMc)</p>	<p>Quality service matters</p>			

<p>(a) Undertake follow up research to the 2004 neighbourhood survey in areas where racial harassment was identified as a problem</p> <p>(b) Work with BME communities to encourage more individuals from these communities to participate in local organisations such as community associations and tenants groups</p>		<p>Complete by July 2006</p> <p>By March 2007</p>	<p>Understanding of why perceptions held Identify which communities are affected & why</p> <p>Increased participation</p>	<p>Follow up survey completed in wider Netherton area and report drawn up</p> <p>Increased participation at Lye, Netherton and Shell Corner. Included as a continuing target in 2007/08 action plan.</p>
<p>CE6. Improve workforce information and planning</p> <p>(a) Improved presentation of employment data in Annual review of equality and diversity (NJ/SM)</p> <p>(b) Improve the performance management of employment data (NJ/SW)</p>	<p>Quality service matters</p>	<p>Review to committee in September 2006</p> <p>Quarterly monitoring reports to Corporate Board/ Cabinet</p>	<p>Improved performance management information</p> <p>Improved performance management of employment</p>	<p>Annual review completed with clearer presentation and analysis of data e.g. through graphs</p> <p>Quarterly monitoring of key employment data now in place</p>

Glossary:

Lead officers:

JC - Joyce Carter; PH - Phil Cutler; CH - Christina Hefferon; DH – Dawn Hewitt; JH - John Hodt; JJ – Jan Jennings; NJ - Nicola Johnson; SMc – Susan McGavin; SM – Simon Manson; TM – Tracey Medlyn; KM - Keith Mayou;; PS – Pete Sanford; GT – Geoff Thomas; ST – Sarah Treneer; JW – Jennie Webb; RW – Roland Winzer; SW – Steve Woodall; AW - Andy Wright

Abbreviations:

ADC – Action on Disabled People and Carers

BME – black and minority ethnic

BVPI – Best value performance indicator

EDAG – Equality and Diversity Advisory Group

EIA – equality impact assessment

IDeA – Improvement and Development Agency