

Directorate of Corporate Resources

Equality and Diversity Annual Report 2011/12

1.0 Introduction

- 1.1 The council's Equality Policy Statement is implemented through the work of the directorates in relation to both service delivery and employment. All directorates produce annual Equality 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 Plan of the Directorate of Corporate Resources for 2011/12.
- 1.2 The annual report covers the period from April 2011 to March 2012 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 Plan for 2011/12
- 1.2 The Directorate of Corporate Resources Equality Action Plan for 2012/13 was considered by the Environment Scrutiny Committee on 19th March 2012 and subsequently approved through the decisions process.

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 benefit, council tax, business rates, registration and coroner services and commercial services (curatorial, 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, organisational development and payroll services to council directorates and schools that purchase the service, 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.

Law and Governance Division

The division provides advice and support for the council's legal, democratic, health and safety, property / asset requirements as well as 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 council resources are maximised through efficient use and stewardship. The division is also responsible for delivering ICT systems and facilities that enable the council to provide effective, customer focused services.

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

- Customer and Treasurer Services divisions and Licensing (Law and Governance) continued to meet the Customer Service Excellence standard while Legal Services maintained its LEXCEL accreditation.
- High customer satisfaction rates achieved across all our services.
- Several services were nationally benchmarked, demonstrating they delivered high quality services at low cost. Government returns confirmed Dudley among the best performers for council tax collection and paying benefits.
- Zero Based Budgeting review of Dudley Council Plus highlighted service was performing well and more services should be transferred to / delivered by it.
- Citizenship and Registration received a very favourable Registrar General inspection report.
- Equality online training was launched and completed with positive feedback.
- Supported the implementation of the council's grading and pay review including equal pay and appeals process.
- Supported the budget reduction process through HR policies, using redeployment to minimise compulsory redundancies.
- Expanded the self service facilities on the HR system to allow employees to access and update more of their personal data.
- Made good progress on the Transforming our Workplace initiative which will make better use of council premises and take into account customer and employee access requirements.
- Supported work for the successful transfer of the Crown Centre, Stourbridge to Tesco, heralding a multi million pound project designed to regenerate Stourbridge town centre.
- Improvements to the corporate ICT system provided improved communication facilities, for the public, council staff and members.
- Participated in the annual corporate BME consultation event, working in partnership with the Dudley Citizens' Advice Bureau.
- Undertook a review of council tax single person discounts to ensure they are being correctly claimed.
- Developed electronic claim facility for benefits and automated various benefits systems to interface with government systems.

- Launched the national Tell us Once initiative at Dudley Council Plus, allowing birth and death details to be passed on to interested parties identified by council customers
- Established a directorate health and safety group and introduced new health and safety information pages on the council's intranet.

2.3 Key service statistics

Customer Services

- Benefit Services administered £115m in housing and council tax benefit to over 35,000 households and free school meals to 8,100 children in the borough.
- Revenue Services administered the billing, collection and recovery of:
 - council tax for over 134,000 properties including granting reductions of just under £15m (e.g. for single occupancy).
 - business rates for over 10,000 properties, including granting reductions of £15m (e.g. for charities and small businesses).
- Dudley Council Plus dealt with over 87,700 customer visits including Benefits customers), handled nearly 138,000 payments, received nearly 396,000 telephone calls (of which 93% were answered) and responded to nearly 18,000 electronic enquiries.
- Registrars conducted 758 marriage and 19 civil partnership ceremonies; dealt with 1,010 nationality and 108 settlement checking applications; held 76 citizenship ceremonies for groups and individuals, creating 497 new naturalised British citizens.

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 monitored and managed through regular meetings between senior management and heads of services, and is formally reviewed by the directorate 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 the council's Equality Policy Statement and current legislation. The lead role for promoting equality is taken by a principal officer in the Law and Governance division, 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 2011/12 included the following:

- Budget consultation with Business Rate payers
- Budget consultation with the general public (in conjunction with the Chief Executive's directorate)
- Benefits and Dudley Council Plus enquiry counter customer survey
- Monthly customer satisfaction surveys of Benefit Services, Revenue Services and Dudley Council Plus
- Registration ongoing survey of service users
- Licensing annual survey of hackney carriage and private hire

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:

Benefit Services	95%
Dudley Council Plus	95%
Registration	98.6%
Revenue Services	95.4%
Licensing	96%

Other forms of consultation take place, for example, quarterly meetings with a Benefits customer group, twice yearly meetings with landlords, as well as meetings with housing associations, property agents and a Citizens' Advice Bureau / 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 the lead role in reviewing and updating the Corporate Customer Feedback process.

5.0 Employment

- 5.1 Full data about employment across the council will be published in the council's annual review of Equality and Diversity 2012.
- 5.2 As at 31st March 2012, the number of employees employed by the Directorate of Corporate Resources was 935. 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 2011 and 2010 are also shown. The information is provided in this format to enable comparisons with previous years. It can be seen that the workforce profile is similar to that of the Council (excluding schools).

Table 1(a): Directorate workforce profile 31/3/12 *(compared with previous years)*

Directorate of Corporate Resources		Female (%)	Male (%)	BME (%)	Disabled (%)
Scale point 34 and above (Principal Officer grades)	31/3/12	50.6	49.4	8.2	2.6
	31/3/11	50.0	50.0	6.1	3.0
	31/3/10	49.2	50.8	5.5	3.6
Below scale point 34 (lower grades)	31/3/12	72.6	27.4	8.8	3.4
	31/3/11	71.6	28.4	9.2	3.6
	31/3/10	71.7	28.3	9.1	2.6
Total	31/3/12	66.3	33.7	8.7	3.2
	31/3/11	65.3	34.7	8.3	3.4
	31/3/10	65.2	34.8	8.0	2.9

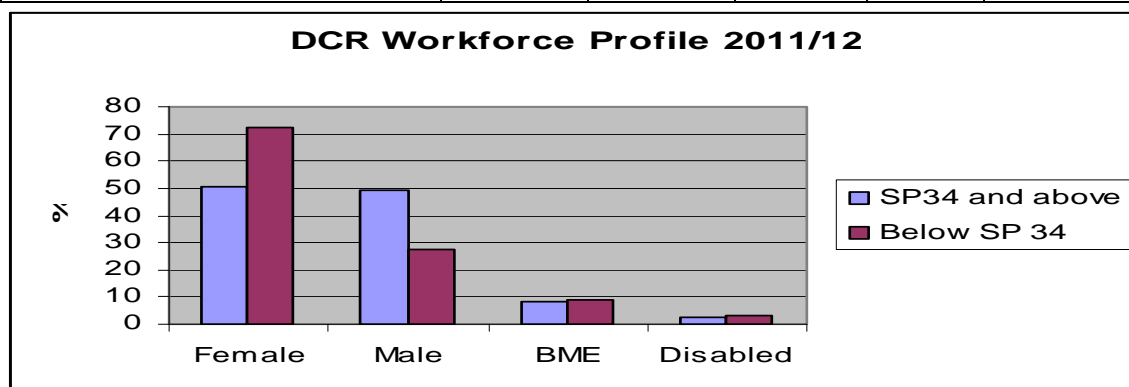


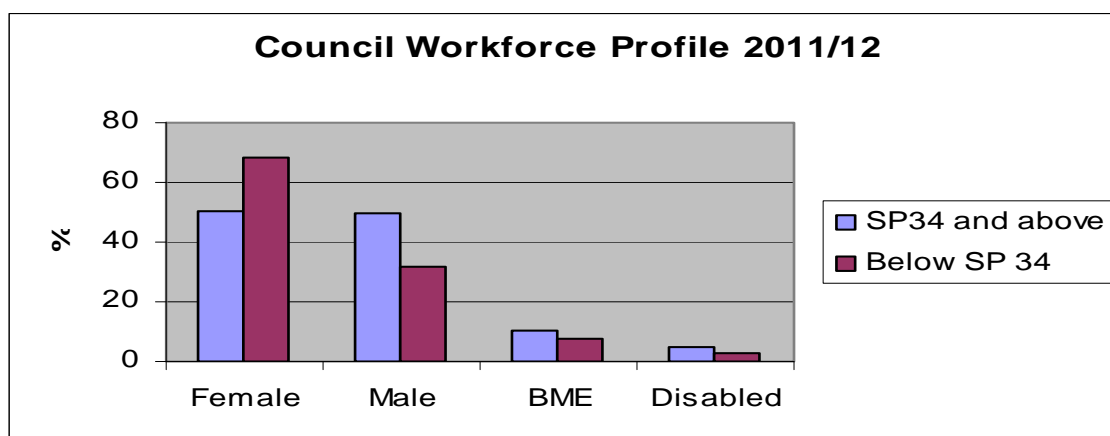
Table 1(b): Dudley MBC workforce profile 31/3/12 *(compared with previous years)*

Dudley MBC		Female (%)	Male (%)	BME* (%)	Disabled (%)
Scale point 34 and above (Principal Officer grades) (excluding schools) #	31/3/12	50.1	49.9	10.3	4.6
	31/3/11	52.5	47.4	9.7	4.7
	31/3/10	51.3	48.7	8.8	4.5
Below scale point 34 (lower grades) (excluding schools) #	31/3/12	68.3	31.7	7.6	3.0
	31/3/11	68.7	31.3	7.5	3.1
	31/3/10	69.2	30.8	7.1	2.6
Total (excluding schools)	31/3/12	64.7	35.3	8.1	3.3
	31/3/11	65.6	34.3	7.8	3.4
	31/3/10	66.4	33.6	7.3	2.9
Total (including schools)	31/3/12	75.3	24.7	6.2	1.9
	31/3/11	75.0	24.9	6.2	2.0
	31/3/10	75.2	24.8	6.0	1.7

Notes: Scale point 34 on 31 March 2012 £28,600 approx.

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

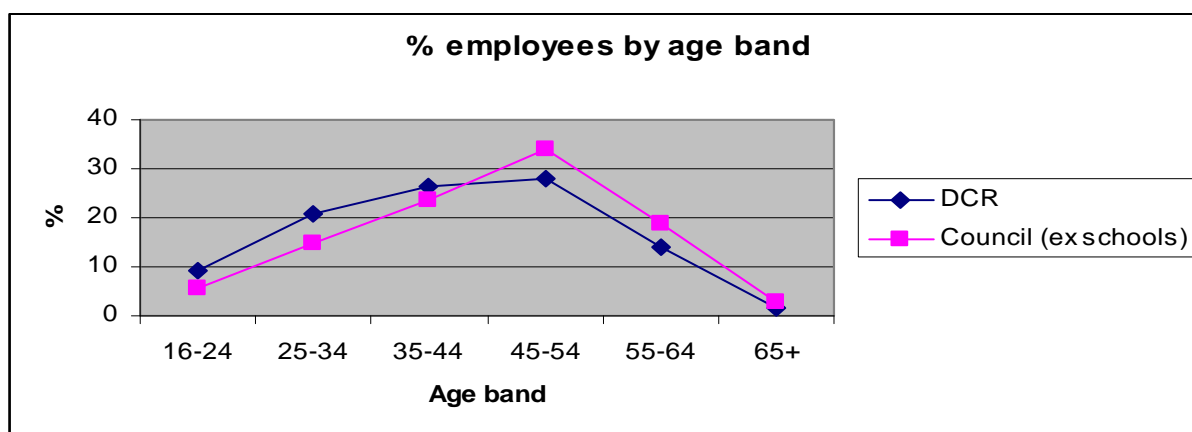
Grade breakdown excludes schools due to the different grading for teachers



- 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	Directorate of Corporate Resources %	Council % (ex. schools)	Council % (incl. schools)
16-24	9.2	5.8	6.3
25-34	20.7	14.7	17.4
35-44	26.5	23.6	24.9
45-54	28.1	34.2	31.0
55-64	14.0	19.0	17.7
65+	1.5	2.7	2.7



- 5.4 The directorate supports flexible working, The Table below shows the percentages by gender who work part time. Home based working has been successfully established in Benefit and Revenue Services for several years, with 24 staff currently working in this way.

Table 3: % of employees working part time

Gender	Directorate of Corporate Resources %	Council % (ex. schools)	Council % (incl. schools)
% of Male	16.5	21.1	26.1
% of Female	47.7	61.2	64.2

5.5 Performance and Learning and Development

All employees are expected to undergo an annual Performance Review and Development (PRD) 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.

5.6 Employees receive specific training in equality issues, appropriate to their role. During the year all directorate employees were required to undertake the new online equality training course. Other training included updates on Equality Act requirements including public sector equality duty and equality impact assessments; briefings on equal pay; refresher training on recruiting people legally and general equality awareness. Equality training is an integral part of standard management development courses that aspiring, new and existing managers attend as part of their development.

5.7 In response to the economic situation and the Government's budget settlements, the council has been required to make significant 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. The changes to the council's workforce and the equality impact resulting of the budget reductions have been reported to the Cabinet.

5.8 The council has participated in a successful workforce planning pilot in partnership with Birmingham City Council and West Midlands Councils. The learning and knowledge obtained has led to three further internal pilots, looking at a template for workforce planning and developing a talent management programme for Dudley.

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 2011/12, in accordance with the programme set out in the council's Equality Scheme, the Directorate of Corporate Resources undertook EIA reviews of the following services. Equality issues highlighted from the impact assessment are shown in brackets.

- ICT Service Desk reorganisation (no adverse impacts identified)
- Office accommodation strategy for Dudley town centre (this was a first stage EIA and it was agreed that equality impacts for individual premises will be undertaken as part of the programme)
- Agency workers (no adverse impacts identified)
- Impact of budget reductions on corporate staffing (mitigating actions already in place to minimise any adverse impacts)
- Managing employees at risk of redundancy (no adverse impacts identified)

- Maternity, paternity and parental leave policy (no adverse impacts identified)
- Benefits Shop service redesign (revised service now provided by DACHS)

Actions to address issues highlighted by the EIAs are included in the Equality Action Plan and divisional Business Plans for 2012/13 where appropriate.

7.0 Achievements against the Directorate of Corporate Resources Equality and Diversity Action Plan for 2011/12

- 7.1 The achievements against each of the targets set in the directorate equality and diversity action plans for 2011/12 are set out in the Appendix.

Directorate of Corporate Resources
June 2012

Appendix

Performance report on Directorate of Corporate Resources Equality and Diversity Action Plan for 2011/12

Objective and lead officer	Detailed action / target	Target date / milestones	Planned outcome / performance indicator	Progress / final outcome
Priority 1 – Improve customer access to services, ensuring high levels of customer satisfaction				
1.1 Maintain and increase directorate services achieving the Customer Service Excellence standard. <i>Mike Williams (AD – Customer Services) / Menna Flavell (Law and Governance)</i>	Extend the Customer Service Excellence Standard to new services included in the Customer Services Division.	November 2011	Improved service standards leading to higher levels of satisfaction across all customer groups. Satisfaction levels are measured and monitored.	CSE achieved for Customer and Treasurer Services including Registrars as a new service. Also maintained for Licensing (Law and Governance).
1.2 Review options for delivering customer services through a variety of access options <i>Mike Williams and Sean Beckett (Customer Services) Steve Cooper (Law and Governance)</i>	(1) Due to Dudley town centre redevelopment plans, identify suitable new location for Dudley Council Plus. (2) Review customer reception points and opening times within the directorate. Identify and establish further / alternative customer access centres e.g. in Stourbridge (3) Identify and implement further services to be delivered from DC+.	March 2012 Autumn 2011 September 2011 and ongoing	Customer satisfaction with new location(s), facilities, access to services and range of services provided.	DC+ relocation no longer imminent due to changed priorities for Dudley town centre redevelopment. DC+ opening hours reviewed and changed. Registrars relocated to Stourbridge library due to Crown Centre redevelopment. Additional services being delivered from DC+ including Tell us Once initiative and Member contact, stray dogs and pest control

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				New "intelligent" electronic benefit claim form introduced to provide improved customer access to service
1.3 Review customer engagement <i>Mike Williams (AD – Customer Services) / Menna Flavell (Law and Governance)</i>	Review the external customer engagement process across the directorate, aiming for improved consistency of approach and better use of resources.	October 2011	Improved understanding of customer requirements which will allow for better targeting of resources.	Review of customer satisfaction surveys undertaken and directorate guidance being produced.
Priority 2 – Contribute to reducing poverty and social exclusion within the borough				
2.1 Maximise take-up of benefits and other reductions by priority groups <i>Liz Ralph / Jackie Davies / Ian Wollaston (Customer Services)</i>	(1) Review the options for benefit take-up work in the light of budget constraints, with the aim of targeting resources on the most deprived areas of the community. (2) Remind council tax and business rate payers of the discounts and other reductions they may be entitled to.	July 2011 and ongoing March / April 2011	Increased income for the poorest residents will contribute to improved outcomes in a range of areas including health, mobility, housing, learning, jobs. Take-up of benefit and council tax / business rate reductions during the year can be quantified.	As part of the council's budget reductions the welfare benefits advice service was redesigned and transferred to DACHS. Reminders issued. £30m of reductions granted in 2011/12.
Priority 3 – Improve employee knowledge and skills				
3.1 Build on the equality training strategy that encompasses a range of learning options to meet the competency	(1) Develop a robust learning plan for equality. (2) Implement the e-learning package for Equality	December 2011 April 2011	Improved knowledge, understanding and therefore compliance with the law, for both employment and service delivery. Undertaking training.	Equality learning plan being developed. Online equality training launched and successfully completed as at 9/5/12 by 716 employees (95% of initially identified

Objective and lead officer	Detailed action / target	Target date / milestones	Planned outcome / performance indicator	Progress / final outcome
levels required for different levels of employees <i>Sarah Treneer (Organisational Development)</i>				learners in the directorate), with positive feedback. Further roll out of training in 2012/13.
3.2 Ensure employees receive appropriate training and development to enable them to fulfil their roles (1) <i>Sarah Treneer</i> (2) <i>Divisional Heads</i>	(1) Undertake review of corporate PRD process to ensure it continues to meet service needs. (2) Ensure that all directorate employees undergo an annual PRD meeting.	December 2011 March 2012	Employees better prepared to meet challenges of job at times when resources are reducing, avoiding customer dissatisfaction. Employees provided with fair access to learning and development opportunities. Extent of use of the PRD process will be monitored.	Corporate review undertaken and new guidelines issued including need to record PRDs on HR system to aid monitoring. Directorate PRD process refreshed and promoted. Take-up reported to DMT.
Priority 4 – Promote equality through the HR Strategy				
4.1 Improve the employee information held <i>PSE Team (HR and Organisational Development)</i>	Use of annual trigger to employees to review the content of YourSelf in relation to their personal data.	March 2012	Individual employee data will be regularly reviewed and updated.	Reminder issued when employees access the system. Workforce data is monitored quarterly.
4.2 Support Directorates with workforce planning, implementing and dealing with change	(1) Offer facilitated workforce planning sessions to management teams when considering service plans. (2) Provide training for	March – May 2011 Available	Managers will have better understanding of service pressures and how to respond. Managers and staff will be	Workforce planning sessions undertaken across the directorate and results incorporated into divisional business plans. Participated in

Objective and lead officer	Detailed action / target	Target date / milestones	Planned outcome / performance indicator	Progress / final outcome
and monitoring the impact of change <i>Heads of HR and Corporate Learning and Development</i>	managers and employees in dealing with change (Facing the Future sessions).	from February 2011	better equipped to deal with impact of change.	successful regional pilot leading to further internal pilots including developing talent management programme.
4.3 Support the pay and grading review <i>Project Sponsor John Millar (DUE) / Project Manager Pete Sanford (Chief Exec's)</i>	(1) Complete pay modelling with unions. (2) Undertake negotiations with unions with aim of agreeing new grading and pay structure. (3) Agree implementation date and appeals process.	During 2011	New pay and grading structure implemented.	Union agreement obtained and new pay and grading system implemented from April 2012. Appeals process established.
Priority 5 – Promote equality through the ICT strategy <i>(All lead officers ICT Services)</i>				
5.1 Refresh council web site to make it more interactive and citizen focused. <i>Andrew Tromans</i>	Implement latest release of content management software; work to redevelop and re-launch the website.	October 2011	Improved access leading to higher levels of satisfaction across all customer groups.	Scheduled for launch in July 2012.
5.2 Improve accessibility of training facilities <i>Pete Hipkiss</i>	Use e-learning tools to provide online access to current courses and new learning materials.	December 2011	Provision of a wider and more flexible range of training facilities.	Achieved – range of e-learning tools available and service to develop online courses designed.
5.3 Develop video conferencing facility further to offer flexibility and reduce travel <i>Lance Cartwright</i>	Investigate and exploit potential of technologies e.g. video conferencing and speech recognition to overcome accessibility issues (e.g. for use in libraries).	September 2011	Provision of more flexible options for managing meetings, working from home etc. Deliver digital inclusion through the provision of wider facilities.	Ongoing. Latest developments include Webex system, due to be enabled in June / July 2012 will facilitate flexible working.
5.4 Continue to extend	Update and transfer all existing	March 2012	Improved access to	Ongoing process based on

Objective and lead officer	Detailed action / target	Target date / milestones	Planned outcome / performance indicator	Progress / final outcome
availability of e-service options <i>Pete Hipkiss</i>	online forms to a new system		information and communication between government, council and public.	service request e.g. revised customer feedback facility; online consultation.
5.5 Extend guest wi-fi service as required <i>Pete Hipkiss</i>	Liaise with libraries and community sites to extend service where supported by a business case.	Ongoing	Improved access leading to higher levels of satisfaction across all customer groups.	Ongoing – service established and process in place to provide further points as required.
Priority 6 – Promote equality through the Procurement strategy				
6.1 Comply with Equality Act requirements and relevant codes of practice (due to be published in Spring / Summer 2011) <i>Ian Clarke</i> (Procurement Services)	(1) Review and update the Procurement Strategy and policies / toolkit. (2) Develop the use of equality related award criteria and contract conditions, where they relate to the subject matter of the contract and are proportionate.	October 2011 June 2011	Compliance with the Equality Act and codes of practice will lead to improved services that are more appropriate and responsive to the needs of different groups.	Statutory guidance will no longer be produced by the EHRC, although the local guidelines were updated in August 2011
6.2 Improve and promote the information available for staff, suppliers, service providers and contractors with regard to the Procurement requirements of the Equality Act 2010 <i>Ian Clarke</i>	(1) Review wording re. Equality on Procurement web pages. (2) Raise awareness of Procurement equality issues within directorates through the Procurement Champions and Procurement Support Group.	October 2011	Employee knowledge of equality issues regarding procurement will improve leading to improved services as above. Increased awareness by suppliers, service providers and contractors regarding council's expectations re equality and the award of	Interim revised procurement guide prepared pending the anticipated guidance (see above).

Objective and lead officer	Detailed action / target	Target date / milestones	Planned outcome / performance indicator	Progress / final outcome
			contracts; Equality Act principles being embraced in working practices.	
Priority 7 – Deal with implications arising from establishment of Directorate of Corporate Resources				
7.1 Deal with organisational implications of the establishment of the directorate (equality related) <i>Sarah Treneer</i>	Develop a set of values, behaviours and standards for the new directorate.	September 2011	Ensure that staff and customers are treated consistently and fairly in line with Directorate standards.	Directorate equality group meets every 2-3 months to discuss and address directorate equality issues. Values, behaviours and standards forms part of the corporate work on employee competencies and is ongoing.
Priority 8 – Support cross directorate and corporate initiatives				
8.1 Respond to the requirements of the Equality Act 2010 <i>Menna Flavell in conjunction with CEDLG</i>	(1) Support corporate revision of equality scheme. (2) Support review of approach to EIAs. (3) Review what services need to respond to the public sector duties and address requirements. (4) Review requirements for publication of equality information providing comprehensive and meaningful data on the council's website.	September 2011 as above June 2011 July 2011	Have an approach flexible enough to respond to the approach of the organisation and the needs of the local community. Meet legal requirements and work towards the government's vision of a fairer society.	New Equality Scheme published. EIA guidance revised. Guidance and training provided e.g. impact of budget reductions. New web pages published and updated (ongoing).
<i>PSE Team and ICT Services</i>	(5) Update the equality monitoring categories used by	March 2012	Will enable more extensive and accurate equality	Currently unable to progress the work due to software

Objective and lead officer	Detailed action / target	Target date / milestones	Planned outcome / performance indicator	Progress / final outcome
	the corporate HR system (PSE) to reflect 2011 Census and Equality Act requirements.		monitoring.	supplier constraints.
8.2 Continue to embed EIAs <i>All divisional and service heads</i>	(1) EIAs to be undertaken of all new or revised policies and new or changed service areas (2) Existing EIAs to be reviewed and actions relating to previous EIAs to be addressed	March 2012	EIAs help assess the effect that new or changed policies and services may have on the public and the workforce. They are therefore an essential part of the decision making process.	Ongoing - EIAs undertaken of service and policy changes. See Section 6 of the report.
8.3 Equality and Diversity Audit 2010 <i>Menna Flavell in conjunction with CEDLG / DMT</i>	Review the detailed recommendations and address outstanding issues by the agreed deadlines	Various up to December 2011	Risk of various breaches is minimised through adhering to recommended procedures. Consistency of approach is maintained throughout the council.	Audit recommendations addressed as far as possible.
8.4 Report to Corporate Board on HR Equalities issues and options for achieving the Council's 10 year equality ambition. <i>Margot Worton (HR)</i>	(1) Report to Corporate Board (2) Develop action plan to implement agreed actions	April 2011 June 2011	Agree and implement actions approved by Corporate Board and work towards stated council ambition.	Preliminary work undertaken, however production of final report delayed due to other priorities, e.g. grading and pay and delivering the budget. The corporate HR Strategy is being updated and will reflect equality actions emerging from EIAs.

Abbreviations:

AD	Assistant Director
BME	Black and Minority Ethnic
CEDLG	Corporate Equality and Diversity Leadership Group (nominated equality and diversity lead officers for each directorate, who ensure that equality and diversity is integral to the council's work and that procedures comply with equality legislation and best practice).
DACHS	Directorate of Adult, Community and Housing Services
DCR	Directorate of Corporate Resources
DMT	Directorate Management Team, consisting of the Director, Treasurer, Assistant Director, HR and Organisational Development and Assistant Director, Law and Governance.
EIA	Equality Impact Assessment – process to establish what impact a service or policy has on protected groups under the Equality Act 2010
HR	Human Resources
ICT	Information and Communication Technology
PRD	Performance Review and Development, the council's employee appraisal process, which provides a structured annual opportunity for managers and staff to discuss individual performance and learning and development requirements.
PSE	The Council's personnel system