

Chief Executive's Directorate

Annual Equality and Diversity Action Plan 2007/08

1. Introduction

- 1.1 The Chief Executive's Directorate, along with all directorates of the Council, produces an annual equality and diversity action plan. This sets out how the directorate will implement the Council's Equality and Diversity Policy and Equality Scheme in relation to its responsibilities, service areas and employment practices during the year. The plan is submitted to the Select Committee on Regeneration, Culture and Adult Education, before approval by the appropriate Cabinet Member.
- 1.2 Progress with implementing the action plans is reported in equality and diversity annual reports. The Chief Executive's Directorate's annual report for 2006/07 will be submitted to the Select Committee on Regeneration, Culture and Adult Education at its first meeting of the 2007/08 municipal year.
- 1.3 This action plan covers the period from April 2007 to March 2008. The plan contains:
 - an explanation of its relationship with other plans
 - a summary of the directorate's equality and diversity vision and values
 - key issues and targets for the plan
 - the action plan summary

2. Relationship with other plans

- 2.1 This action plan will form part of the overall strategic plan for the Chief Executive's Directorate for 2007/08. The strategic plan responds to the Borough's Community Strategy 2005-15 and the three year Council plan.
- 2.2 The overall long-term, policy framework for equality and diversity is set out in the Equality and Diversity Policy. The Equality Scheme provides the three-year equality strategy and action plan for the Council. (The combined scheme consisting of the Disability Equality Scheme, published in December 2006, a revised Race Equality Scheme and the Gender Equality Scheme required to be published by 30th April 2007, is being prepared for publication in April 2007.)

- 2.3 Overall progress in implementing the Equality Scheme will be reported in the Annual review of equality and diversity.

3. Vision and Values

- 3.1 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.”

The Directorate's approach to equality and diversity is set out in its equality and diversity policy which responds to the Council's overall policy. The directorate maintains its commitment to implementing the Council's policy in relation to its services and employment practices through, for example, the action planning and reporting process, designating responsibility for actions to particular staff, reviewing policies and practices, its consultation processes and continuing training and development.

- 3.2 The Directorate employs 445 staff and is split into 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
- Elections and Electoral Registration
- Health and Safety
- Marketing and Communications
- Neighbourhood Management
- Secretariat, Leader's and Mayor's office

- 3.3 The Directorate takes a corporate lead on equality and diversity issues, covering overall policy development and the provision of advice and support, both in employment and service delivery, and in delivering or arranging training across the Council. It provides strategic information to support equality planning and impact assessment processes across the Council and

leads the Customer Access to Services programme to improve access to services for all communities, particularly through the Dudley Council Plus centre.

- 3.4 Within the Directorate, all employees have a responsibility to comply with the requirements of the Council's and the Directorate's equality and diversity policy in all dealings with Members, other employees, job applicants, residents, service users and other members of the public, and with other organisations. All employees in the directorate have at least an annual performance review and development discussion with their line manager where training and development needs are identified.
- 3.5 Specific responsibility for promoting equality and diversity in employment and services within the directorate rests with all divisional heads. However, a principal officer within the Corporate Policy and Research Team, reporting to the Head of Policy, is responsible for overall equality and diversity policy development work on behalf of both the Council and the Directorate. This includes the preparation, monitoring and review of the Directorate's annual equality and diversity action plan. Corporate Personnel, reporting to the Head of Personnel and Support Services, is responsible for equality and diversity in employment development work on behalf of both the Council and the Directorate and makes a key contribution to the Directorate's policy and action plan. The Joint Training and Development Managers, reporting to the Head of Personnel and Support Services, are responsible for arranging or advising on appropriate training provision relating to equality and diversity across the Council and within the Directorate.

4. Key Issues and Targets

- 4.1 The Equality Scheme identifies the key issues and challenges across the Council for the next three years. Particular priority has been assigned to progressing work through the Equality and Diversity Advisory Group in the following areas:
- developing clearer targets and desired outcomes
 - improving communications around what we do and why, externally and internally, and celebrating success
 - improving approaches to consultation
 - identifying the equality and diversity competencies required for managers and employees

4.2 In the Equality Scheme, the directorate has also identified overall equality and diversity priorities for their service areas linked to the three years of the Scheme which are to be reflected in its action plans. The priorities are:

- progressing the customer access to services programme, including the further development of Dudley Council Plus
- developing and implementing the corporate equality and diversity priorities e.g. around communications and competencies (see paragraph 4.1)
- implementing the Council's people management strategy

4.3 These key issues have been used as a framework for the plan. It should be noted that within the Equality Scheme the Gender Equality elements are currently being developed in time to meet the statutory deadline for the publication of a Gender Equality Scheme of 30th April 2007. The Race Equality Scheme is also being redrafted in order to incorporate this within the overall Equality Scheme. This directorate action plan therefore largely reflects the actions in the Disability Equality Scheme published in December 2006 covering general equality and disability equality actions. (Entries in the action plan are cross-referenced with actions identified in the Equality Scheme.) Future directorate action plans will be able to reflect the Equality Scheme in full.

4.4 The Disability Equality Scheme was developed with the involvement of disabled customers and employees, particularly Action for Disabled People and Carers and the Employees with Disabilities Group. The directorate undertakes or is involved in a wide range of other consultation about its services and strategic priorities.

5. The Action Plan

5.1 The action plan is set out in the following tables. A new template for these has been adopted for the 2007/08 action plans to match that used for other strategic planning in the Council, particularly the Council Plan and directorate strategic plans, in order to promote integration and coordination of planning and performance management arrangements.

Chief Executive's Directorate
February 2007

Chief Executive's Directorate - Equality and Diversity Action Plan 2007/08 – Equality Scheme Priorities

Table 1a

Quality service matters					Action Plan 07/08
Priority 1	Develop clearer targets and outcomes (ES1.1)			Lead Directorate: Chief Executive's	
ref	Critical Success Factors (key actions/initiatives that support the desired outcomes)	Timescales		Linkages with other plans	Lead officer
		Start	Finish		
CE 1.1	Implement the new approach to equality impact assessments across the Council using the agreed guidelines for undertaking these assessments (ES1.2)	April 2007	March 2008	Equality Scheme Annual review of equality and diversity Chief Executive's Directorate strategic plan	Simon Manson (with EDAG)
CE 1.2	Undertake full equality impact assessments (EIAs) of the following services/policies during 2007/08: Community Safety – anti-social behaviour Dudley Council Plus Elections and electoral registration Recruitment and selection (ES1.3)	April 2007	March 2008		Dawn Hewitt Asst. Director Alison Mason Tracey Medlyn
CE 1.3	Review the approach to equality impact assessments (ES1.5)	March 2008	April 2008		Simon Manson (with EDAG)
CE 1.4	Produce the Annual review of equality and diversity for the lead Select Committee on corporate equality issues and the Cabinet by September each year to report on progress with implementing the Scheme (ES1.6)	July 2007	Sept. 2007		Simon Manson
CE 1.5	Complete the updating of employee personal data and enter it on to the personnel system by July 2007 (ES1.14)	January 2007	July 2007		Nicola Johnson (with ICT Services)
CE 1.6	Publish comprehensive employment monitoring data for disability and gender equality to match race equality requirements (ES3.10)	April 2007	Sept. 2007		Nicola Johnson/Simon Manson
CE 1.7	Identify and implement actions to increase the percentage of the Council's workforce who are disabled from the April 2006 baseline (ES3.11)	July 2007	March 2008		Steve Woodall
CE 1.8	Review the appropriateness and usefulness of the categories to be used for gathering information on the effect of policies and practices on disabled people in employment and services (ES3.15)	April 2007	Sept. 2007		Simon Manson (with EDAG)

CE 1.9	Undertake development work through the Equality and Diversity Advisory Group to integrate other equality strands within the Equality Scheme by April 2009 and meet the requirements of the Equality Standard for Local Government in this regard (ES1.9)	April 2007	March 2009				Simon Manson (with EDAG)
Key Performance Indicators Measure		2006/07 result /forecasted outturn	Targets			Reporting Directorate	
			2007/08	2008/09	2009/10		
BV2a	Level of the Equality Standard (ES1.10)	2	3	3		Chief Executive's	
BV2b	Quality of an Authority's Race Equality Scheme and improvements resulting from its application	68%	74%	74%		Chief Executive's	
BV16a	% of employees with a disability	CEx 5.4% *Council 0.9%	1.1	1.2		Chief Executive's	
BV11c	% of the top paid 5% of staff who have a disability (excluding maintained schools).	*Council 1.0%	1.55	1.55		Chief Executive's	
CEXED 01	% of directorate EIAs completed by April 2008	n/a	100%	100%	100%	Chief Executive's	
CEXED 02	Baseline established for employment monitoring data not currently collected by gender and disability	n/a				Chief Executive's	
CEXED 03	Improvement in personal data held on employees	Ethnic origin Council: 93.8% CEx: 100% (1/4/06)	95% 100%			Chief Executive's	
Risk Register	02B/06/1567 Failure to achieve equality and diversity corporate priorities						

Quality service matters						Action Plan 07/08	
Priority 2		Improve communications (ES1.1)		Lead Directorate: Chief Executive's			
ref	Critical Success Factors (key actions/initiatives that support the desired outcomes)	Timescales		Linkages with other plans		Lead officer	
		Start	Finish				
CE 2.1	Develop equality and diversity web pages on the Council's internet site by the end of April 2007 to promote accessibility of reports and information related to the Council's approach and progress (ES1.8)	January 2007	April 2007	Equality Scheme Chief Executive's Directorate strategic plan		Jason Whyley	
CE 2.2	Continue to make improvements to signage to the Council's buildings during 2007/08 (ES3.8)	April 2007	March 2008			Barry Hutchinson	
CE 2.3	Review how the Council provides important information about its services to ensure that this reaches people across the range of disabilities (ES3.16)	April 2007	Sept. 2007			Barry Hutchinson	
Key Performance Indicators Measure		2006/07 result /forecasted outturn	Targets			Reporting Directorate	
			2007/08	2008/09	2009/10		
CEXED 04	No. of buildings with improved signage	n/a					Chief Executive's
CEXED 05	Information improvements identified	n/a					Chief Executive's
Risk Register		02B/06/1567 Failure to achieve equality and diversity corporate priorities					

Quality service matters						Action Plan 07/08	
Priority 3		Improve approaches to consultation (ES1.1)		Lead Directorate: Chief Executive's			
ref	Critical Success Factors (key actions/initiatives that support the desired outcomes)	Timescales		Linkages with other plans		Lead officer	
		Start	Finish				
CE 3.1	Review support to community representatives and others who are engaged in equality policy development and scrutiny processes as part of implementation of the Local Compact code of practice on volunteering (ES1.18)	April 2007	March 2008	Equality Scheme Chief Executive's Directorate strategic plan		Simon Manson	
CE 3.2	Discuss with Access for Disabled People and Carers (ADC) and the employees with disabilities group how they wish to be involved in reviewing the scheme and in carrying out impact assessments (ES3.4)	April 2007	July 2007			Simon Manson	
CE 3.3	Establish good practice arising from the audit of consultation with BME communities across the Council undertaken during 2006/07	April 2007	June 2007			Geoff Thomas	
Key Performance Indicators Measure		2006/07 result /forecasted outturn	Targets			Reporting Directorate	
			2007/08	2008/09	2009/10		
CEXED 06	Checklist against volunteering code of practice completed	n/a					Chief Executive's
CEXED 07	ADC 2007/08 work programme established and completed	2006/07 programme completed					Chief Executive's
CEXED 08	Good practice in consultation identified	n/a					Chief Executive's
Risk Register	02B/06/1567 Failure to achieve equality and diversity corporate priorities						

Quality service matters						Action Plan 07/08	
Priority 4		Improve equality and diversity competencies (ES1.1)		Lead Directorate: Chief Executive's			
ref	Critical Success Factors (key actions/initiatives that support the desired outcomes)	Timescales		Linkages with other plans			Lead officer
		Start	Finish				
CE 4.1	Introduce an e-diversity training package for employees during 2007/08 (ES1.16)	April 2006	March 2008	Equality Scheme Chief Executive's Directorate strategic plan			Steve Woodall
CE 4.2	Undertake training on promoting equality through procurement for employees and project teams involved in procurement (ES1.17)	April 2006	March 2008				Pete Sanford Brian Gordon (L&P)
CE 4.3	Update the Council's guide to services for disabled people published in response to the Disability Discrimination Act 1995 (ES3.7)	April 2007	March 2008				Simon Manson
Key Performance Indicators Measure		2006/07 result /forecasted outturn	Targets			Reporting Directorate	
			2007/08	2008/09	2009/10		
CEXED 09	No. of employees undergoing e-diversity training	n/a					Chief Executive's
CEXED 10	No. of employees trained on new procurement arrangements	n/a					Law and Property
Risk Register	02B/06/1567 Failure to achieve equality and diversity corporate priorities						

Quality service matters						Action Plan 07/08	
Priority 5		Progress the customer access to services programme, including the further development of Dudley Council Plus		Lead Directorate: Chief Executive's			
ref	Critical Success Factors (key actions/initiatives that support the desired outcomes)	Timescales		Linkages with other plans			Lead officer
		Start	Finish				
CE 5.1	Continue the transfer of further services to Dudley Council Plus in accordance with the customer access to services programme and develop a second customer access centre in 2007 (ES1.11)	April 2007	Ongoing	Equality Scheme Chief Executive's Directorate strategic plan			Asst. Director
CE 5.2	Review process of recruitment and encourage applicants from underrepresented groups as part of wider review of recruitment	April 2006	March 2008				Steve Woodall
CE 5.3	Further engagement with local groups, including older people, through Dosti and other partners	April 2006	March 2008				Karen Childs
CE 5.4	Further work to be undertaken on managed neighbourhood needs	April 2006	March 2008				Karen Childs
CE 5.5	Undertake training needs analysis and implement a training plan, in conjunction with relevant access or community groups	April 2007	Sept. 2007				Karen Childs
Key Performance Indicators Measure		2006/07 result /forecasted outturn		Targets			Reporting Directorate
				2007/08	2008/09	2009/10	
CEXED 11	Breakdown of applicants to DCP posts	n/a					Chief Executive's
CEXED 12	No. of groups engaged with	n/a					Chief Executive's
CEXED 13	Managed neighbourhood community access issues identified and addressed	n/a					Chief Executive's
Risk Register	02C/01/1501 Failure to improve access to Council services						

Quality service matters						Action Plan 07/08	
Priority 6		Implement the Council's people management strategy		Lead Directorate: Chief Executive's			
ref	Critical Success Factors <i>(key actions/initiatives that support the desired outcomes)</i>	Timescales		Linkages with other plans		Lead officer	
		Start	Finish				
CE 6.1	Review and revise the recruitment policy and procedure during 2007/08 (ES1.12)	April 2007	March 2008	Equality Scheme People Management Strategy Chief Executive's Directorate strategic plan		Tracey Medlyn	
CE 6.2	Implement the remaining elements of the People Management Strategy 2006-08 relevant to promoting equality by March 2008 (ES1.13): Corporate diversity in employment action plan by mid 2007 Questions for Citizen's Panel by mid 2007	April 2007	October 2007			Steve Woodall	
CE 6.3	Complete the employee personal data audit and review its effectiveness with the employees with disabilities group by March 2008 (ES3.12).	October 2006	March 2008			Nicola Johnson	
CE 6.4	Complete the introduction of the remaining elements of the Council's new personnel system by 2007/08 (ES1.15).	January 2007	Dec. 2007			Andrew Tromans (Fin)/ Nicola Johnson	
CE 6.5	Retain the JobCentre Plus's positive about disabled people status for the Council and undertake a further awareness raising campaign during 2007/08 to ensure managers and employees are fully aware of the commitments involved (ES3.13).	April 2007	March 2008			Tracey Medlyn	
CE 6.6	Design and implement a new Council-wide pay and reward strategy	April 2007	Dec. 2007			Steve Woodall	
Key Performance Indicators Measure		2006/07 result /forecasted outturn		Targets			Reporting Directorate
				2007/08	2008/09	2009/10	
CEXED 14	Satisfaction ratings from Citizens Panel	n/a					Chief Executive's
CEXED 03	Improvement in personal data held on employees	Ethnic origin Council: 93.8% CEx: 100% (1/4/06)		95% 100%			Chief Executive's

BV16a	% of employees with a disability	CEx 5.4% *Council 0.9%	1.1	1.2		Chief Executive's
CEXED 15	PSE project plan delivered	n/a				Finance
Risk Register	02A/06/1562 Loss of staff; 02B/06/1567 Failure to achieve equality and diversity corporate priorities					

Chief Executive's Directorate - Equality and Diversity Action Plan 2007/08 – Other actions

Table 1b

Quality service matters						Action Plan 07/08
Priority 7		Promotion of equality through partnership working		Lead Directorate: Chief Executive's		
ref	Critical Success Factors (key actions/initiatives that support the desired outcomes)	Timescales		Linkages with other plans		Lead officer
		Start	Finish			
CE 7.1	Contribute to the work of Dudley Community Partnership's Community Cohesion Sub-Group in producing a community cohesion action plan for the Borough.	Dec. 2006	June 2007	Chief Executive's Directorate strategic plan Equality Scheme		Geoff Thomas
CE 7.2	Continue to work with BME communities to encourage more individuals from these communities to participate in local organisations such as community associations and tenants groups	April 2006	March 2008			Susan McGavin
CE 7.3	Ensure that the needs of disabled employees are supported in efforts to promote volunteering amongst the Council's workforce during 2007/08 and to work with partners to identify opportunities to promote disabled people's involvement in public life (ES3.18)	April 2007	March 2008			Steve Woodall/Geoff Thomas
Key Performance Indicators Measure		2006/07 result /forecasted outturn	Targets			Reporting Directorate
			2007/08	2008/09	2009/10	
CEXED 16	Partnership community cohesion actions identified	n/a				DCP/Chief Executive's
CEXED 17	Increased local participation	n/a				Chief Executive's
CEXED 18	Range of opportunities identified	n/a				Chief Executive's
Risk Register	02B/06/1566 Failure to develop efficient partnership priorities					

Safety matters						Action Plan 07/08	
Priority 8		Improve reporting of and understanding of antisocial behaviour		Lead Directorate: Chief Executive's			
ref	Critical Success Factors (key actions/initiatives that support the desired outcomes)	Timescales		Linkages with other plans			Lead officer
		Start	Finish				
CE 8.1	Analysis of antisocial behaviour/hate/domestic abuse incident reporting by racial group to establish any significant pattern(s).	April 2007	Ongoing	Community Safety Strategy			Dawn Hewitt
CE 8.2	Monitor, with a view to increasing, customer satisfaction levels from victims and witnesses from vulnerable groups	April 2007	Ongoing				Dawn Hewitt
CE 8.3	Complete development of hate crime strategy including further actions to address hate crime against disabled people	April 2007	March 2008				Naveen Sharma
Key Performance Indicators Measure		2006/07 result /forecasted outturn		Targets			Reporting Directorate
				2007/08	2008/09	2009/10	
CEXED 19	Patterns of incidents by racial group established	n/a					Chief Executive's
CEXED 20	Increased satisfaction levels	n/a					Chief Executive's
CEXED 21	Increase in reporting of disability hate crime	n/a					Chief Executive's
Risk Register	02S/05/1696 Failure to impact upon ASB						

Quality service matters						Action Plan 07/08		
Priority 9		Expand the membership base of the credit union			Lead Directorate: Chief Executive's			
ref	Critical Success Factors <i>(key actions/initiatives that support the desired outcomes)</i>		Timescales		Linkages with other plans			Lead officer
			Start	Finish				
CE 9.1	Undertake analysis of membership data		March 2007	April 2007	Chief Executive's Directorate strategic plan			Roland Winzer
CE 9.2	Update monitoring categories on the application form		April 2007	April 2007				Roland Winzer
CE 9.3	Include within the marketing strategy how to reach priority groups such as certain racial groups and disabled people who might be underrepresented in the membership of the credit union		May 2007	March 2008				Roland Winzer
CE 9.4	Include equality monitoring questions in any future customer surveys		April 2007	March 2008				Roland Winzer
Key Performance Indicators Measure			2006/07 result /forecasted outturn		Targets			Reporting Directorate
					2007/08	2008/09	2009/10	
CEXED 22		Membership baselines established	n/a					Chief Executive's
CEXED 23		Survey baselines established	n/a					Chief Executive's
Risk Register		02D/01/1510 Poor membership growth						

Notes:

*Awaiting outcome of personal data audit – latest available figures
References in brackets relate to actions in the Equality Scheme
ASB – anti-social behaviour
Asst. Director – Assistant Director to be appointed
DCP – Dudley Community Partnership
EDAG – Equality and Diversity Advisory Group
n/a – not applicable/available
PSE – the council's new personnel and payroll system