



Directorate of Children's Services

Annual Equality and Diversity Action Plan 2012/13

1. Introduction

- 1.1 The Council's Equality and Diversity Policy requires all directorates to produce annual equality and diversity action plans and reports.
- 1.2 The Directorate of Children's Services action plan 2012 -13 will be submitted to the Scrutiny Committee on Children's Services before being approved by the appropriate Cabinet Member.
- 1.3 Progress with implementing the action plan is reported in the equality and diversity annual report. The Directorate of Children's Services annual report for 2011/12 will also be submitted to the Scrutiny Committee on Children's Services.
- 1.4 This action plan covers the period from April 2012 to March 2013 and 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 responds to priority areas identified in the strategic plan for the Directorate of Children's Services for 2012/13 which in turn informs the Council plan. It should be read in conjunction with the Children and Young People's Plan in order to gain a complete picture of our work with young people in the borough.
- 2.2 The overall long-term policy framework for equality and diversity is set out in the Council's Equality and Diversity Policy.
- 2.3 Council-wide progress in promoting and achieving greater equality for all is reported each year in the annual review of equality and diversity.

3. Vision and Values

- 3.1 The Council has agreed a ten year vision for equality, which will contribute to the achievement of the Community Strategy. In ten years the Council endeavours to be one:
- which will be recognised nationally as a leading council on equality and diversity
 - which has improved its response to the needs of the Borough's communities
 - whose services receive high satisfaction ratings from across the Borough.
- 3.2 The Directorate of Children's Services maintains its commitment to implementing the Council's Equality and Diversity Policy in relation to its services, employment practices and the leadership and support provided to schools. The Assistant Director (Quality and Partnership) leads development work for the Directorate.
- 3.4 The aim of the Directorate is to mainstream equality so responsibility for promoting equality and diversity in employment and services rest with all heads of service and managers.
- 3.6 Within the Directorate all employees have a responsibility to comply with the requirements of the Council'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. Training and development needs of employees in the Directorate are identified in annual performance review and development discussions with their line-managers.

4. Key Issues and Targets

- 4.1 The Cabinet approved a ten year equality and diversity vision for the Council in June 2009.
- 4.3 The Council's Annual Review of Equality and Diversity identifies corporate priorities and these are reflected in the directorate's action plan, e.g.
- implementing actions aimed at increasing the proportion of the Council's employees who have a disability
 - ensuring equality impact assessments are completed where appropriate, with improved monitoring and reporting arrangements and training provision
 - reviewing the implications for the Council and its partnerships of the Equality Act 2010

- responding to any equality issues arising from external inspection.

4.4 Directorates have also identified overall equality and diversity priorities for their service which are reflected in their action plans. For the Children's Services Directorate these priorities are:

- Assess the implications of the Equality Act for the directorate and enable employees to comply with its requirements (Assistant Directors)
- Implement revised Equality Impact Assessment (to include extended protected characteristics in the 2010 Equality Act (Directorate managers)
- Monitor the anti-bullying strategy and support its implementation throughout the Borough (Head of Children's Partnership Support)
- Continue to engage schools and directorate services in preventing violent extremism activity. (Assistant Director for Quality & Partnership)
- Enable all employees to participate in appropriate learning activity to raise their knowledge and understanding of equality and diversity issues

4.5 The Directorate of Children's Services undertakes a range of engagement activity with young people that feeds into its action planning. This includes engagement supporting equality impact assessments. The directorate contributed to the Council-wide BME community consultation event in 2011.

4.7 Much of the work undertaken by the directorate involves partnership with Dudley Children and Young People's Partnership. The main priority of the partnership is to improve life chances for vulnerable children, thereby narrowing equality gaps wherever possible

5. Further equality and diversity activities

5.1 As equality, diversity and cohesion work has developed at local, national and international levels priorities for Dudley have developed in a similar way. This has meant that additional priorities have emerged. To provide a strategic vision of the equality and diversity work pertinent to the Directorate in the future, provision for some of these developments is included in this year's action plan. The main additional priorities include:

- Continue to support the Council's community cohesion strategy and tension reduction activities.

- Continue to support the Council's approach to preventing violent extremism
- Implementing the actions arising from equality impact assessments (EqIAs) and undertaking further EQIAs as they provide increasing data and intelligence about the impact of directorate services on the Borough's communities.
- Ensure that action planning is increasingly based on clear evidence about the needs of different communities

6. The Action Plan

6.1 The action plan for 2012-13 is set out in the attached appendices.

6.2 Appendix 1:

Equality and diversity actions arising from priorities identified in the Directorate Strategic Plan 2012-13; This table represents the actions required to achieve the equality and diversity outcomes pertinent to the priorities outlined in the Directorate Strategic Plan. All the outcomes included are those that have been prioritised in the Directorate Strategic Plan 2012-13.

6.3 Appendix 2:

Equality and diversity actions arising from directorate/cross-council priorities;

This table represents the Directorate action plan from the perspective of the Council's structural approach to developing equality, diversity and community cohesion across the borough. The outcomes which affect children and young people might be tangential rather than direct. Significant drivers for this section of the plan are the Council's Equality Scheme, and its Annual Review of Equality and Diversity. New legislation including, in particular, The Equality Act 2010 is a significant new driver for the work over the period of the plan.

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Directorate of Children's Services – Equality and Diversity Action Plan for 2012/13

Appendix 1: Equality and diversity actions arising from Directorate Strategic Plan 2012/13 priorities.

Every Child Matters (ECM) Outcome: Stay Safe					
DSLT AD Lead for Outcome: Pauline Sharratt					
ECM Aim: Safe from maltreatment, neglect, violence and sexual exploitation					
Ref.	Objective <i>A precise statement about what you should, (or will) be able to do or where you want to go. This needs to be specific and deliverable.</i>	Start Date Month/Year	Finish Date Month/Year	Lead Officer / Division	Linkages With Other Plans / Strategies
Ob 1	Ensure that vulnerable children and young people are safe from maltreatment and neglect	Apr 2012	Mar 2013	Pauline Sharratt	CYPP, LSCB
Ref.	Critical actions, tasks & activities <i>What must be done in order to meet the objective, without which the objective would not be achieved?</i>	Start Date Month/Year	Finish Date Month/Year	Responsible Officer / Division	Linkages With Other Plans / Strategies
1.5	Develop early intervention strategies in order to reduce the number of first time offenders	Apr 2012	Mar 2013	Mike Galikowski / TF	
Ref.	Key Performance Measures <i>Is this objective measurable? There needs to be some way of assessing the achievement of this objective and/or the aim/outcome. Consider National Indicators first.</i>	2012/13 Target	2013/14 Target	2014/15 Target	Responsible Officer/ Division
NI 111 T_F 001	First time entrants to the youth justice system	869	860		Mike Galikowski / TF
JCAD Ref.	Risk What are the potential barriers to the success of this objective?	Impact 1. Insignificant 2. Minor 3. Moderate 4. Significant 5. Major	Probability 1. Rare 2. Unlikely 3. Moderate 4. Likely 5. Almost certain	Risk Score & Colour Impact x probability	Responsible Officer/ Division
CSC OT00 1	Capacity to safeguard children and young people reduced as a result of an enforced reduction in early intervention and prevention services				Pauline Sharratt / C&F

Every Child Matters (ECM) Outcome: Stay Safe			DSLT AD Lead for Outcome: Pauline Sharratt		
ECM Aim: Looked after children stay safe					
Ref.	Objective <i>A precise statement about what you should, (or will) be able to do or where you want to go. This needs to be specific and deliverable.</i>	Start Date Month/Year	Finish Date Month/Year	Lead Officer / Division	Linkages With Other Plans / Strategies
Ob 2	Ensure that looked after children have good care, security, stability and achieve the best possible outcomes	Apr 2012	Mar 2013	Pauline Sharratt / C&F	
Ref.	Critical actions, tasks & activities <i>What must be done in order to meet the objective, without which the objective would not be achieved?</i>	Start Date Month/Year	Finish Date Month/Year	Responsible Officer / Division	Linkages With Other Plans / Strategies
2.4	Improve the effectiveness of early intervention to reduce the number of Looked After Children and Care Leavers becoming pregnant through referral to Respect Yourself and Teenage Pregnancy Service for planned intervention	Apr 2012	Mar 2013	Rachel Hare / TF	
2.5	Improve and sustain the support provided to LAC and Care Leavers who become pregnant to provide parenting and ongoing support to improve their life chances and the life chances of their children (including the reduction of 2 nd pregnancies)	Apr 2012	Mar 2013	Rachel Hare / TF	
2.6	Improve and sustain Post 16 Education, Employment and Training outcomes for Care leavers at 19 years	Apr 2012	Mar 2013	Helen Ellis / TF	
Ref.	Key Performance Measures <i>Is this objective measurable? There needs to be some way of assessing the achievement of this objective and/or the aim/outcome. Consider National Indicators first.</i>	2012/13 Target	2013/14 Target	2014/15 Target	Responsible Officer/ Division
NI 148	Care leavers in employment, education or training	<i>Helen to set target</i>			Helen Ellis / TF
	Proportion of statutory school age young women who become mothers that are looked after children	-1%	-1%	-1%	Rachel Hare / TF
	Proportion of 17 year old young women who become mothers that are care leavers	-2%	-2%	-2%	Rachel Hare / TF
JCAD Ref.	Risk What are the potential barriers to the success of this objective?	Impact 1. Insignificant 2. Minor 3. Moderate 4. Significant 5. Major	Probability 1. Rare 2. Unlikely 3. Moderate 4. Likely 5. Almost certain	Risk Score & Colour Impact x probability	Responsible Officer/ Division
CSC 0L00 02	National budget savings and local authority reorganisation may have an adverse impact on looked after children / care leavers				Pauline Sharratt / C&F

Every Child Matters (ECM) Outcome: Enjoy and Achieve			DSLTD AD Lead for Outcome: Dave Perrett		
ECM Aim: Achieve stretching educational standards at primary school					
Ref.	Objective <i>A precise statement about what you should, (or will) be able to do or where you want to go. This needs to be specific and deliverable.</i>	Start Date Month/Year	Finish Date Month/Year	Lead Officer / Division	Linkages With Other Plans / Strategies
Ob 3	Improve outcomes for children aged 0-11 years (early years and primary)	Apr 2012	Mar 2013	Dave Perrett / EP&L	
Ref.	Critical actions, tasks & activities <i>What must be done in order to meet the objective, without which the objective would not be achieved?</i>	Start Date Month/Year	Finish Date Month/Year	Responsible Officer / Division	Linkages With Other Plans / Strategies
3.4	Implement an effective and sustainable school improvement strategy	Apr 2012	Mar 2013	Dave Perrett / EP&L	
3.5	Improve the educational attainment of looked after children	Apr 2012	Mar 2013	Pat Finegan / Steve Lockwood / EP&L	
3.6	Develop communication outreach support from the Language units to improve the skills and knowledge of mainstream staff teaching children with speech, language and communication disorders	Apr 2012	Mar 2013	Joanne Tasker / C&F	SEN Strategy Accessibility Strategy
Ref.	Key Performance Measures <i>Is this objective measurable? There needs to be some way of assessing the achievement of this objective and/or the aim/outcome. Consider National Indicators first.</i>	2012/13 Target	2013/14 Target	2014/15 Target	Responsible Officer/ Division
	% of mainstream primary schools received communication outreach support	15%	25%	40%	Joanne Tasker/C&F
NI 99 EPL 018	Looked after children reaching level 4 in English at Key Stage 2	51%	52%		Pat Finegan / EP&L
NI 100 EPL 019	Looked after children reaching level 4 in Maths at Key Stage 2	51%	52%		Pat Finegan / EP&L
JCAD Ref.	Risk What are the potential barriers to the success of this objective?	Impact 1. Insignificant 2. Minor 3. Moderate 4. Significant 5. Major	Probability 1. Rare 2. Unlikely 3. Moderate 4. Likely 5. Almost certain	Risk Score & Colour Impact x probability	Responsible Officer/ Division
CSD 0035	Changing relationship with providers may reduce our ability / capacity to influence schools and other organisations				Dave Perrett / EP&L

Every Child Matters (ECM) Outcome: Enjoy and Achieve			DSLTD AD Lead for Outcome: Dave Perrett / Jane Porter		
ECM Aim: Achieve stretching national educational standards at secondary school					
Ref.	Objective <i>A precise statement about what you should, (or will) be able to do or where you want to go. This needs to be specific and deliverable.</i>	Start Date Month/Year	Finish Date Month/Year	Lead Officer / Division	Linkages With Other Plans / Strategies
Ob 4	Improve outcomes for children and young people aged 11 – 19 years (or aged 25 for those with disabilities)	Apr 2012	Mar 2013	Dave Perrett / EP&L / Jane Porter / TF	
Ref.	Critical actions, tasks & activities <i>What must be done in order to meet the objective, without which the objective would not be achieved?</i>	Start Date Month/Year	Finish Date Month/Year	Responsible Officer / Division	Linkages With Other Plans / Strategies
4.10	Improve the educational attainment of looked after children	Apr 2012	Mar 2013	Pat Finegan / Steve Lockwood / EP&L	
Ref.	Key Performance Measures <i>Is this objective measurable? There needs to be some way of assessing the achievement of this objective and/or the aim/outcome. Consider National Indicators first.</i>	2012/13 Target	2013/14 Target	2014/15 Target	Responsible Officer/ Division
NI 82 T_F 011	Inequality gap in the achievement of Level 2 qualification by the age of 19	22ppts	20ppts	18ppts	Ian Curnow / TF
NI 101 EPL 020	Looked after children achieving 5 A*-C GCSEs or equivalent at Key Stage 4 including English and Maths	22%	25%	To follow	Pat Finegan / EP&L
BV50 EPL 021	The percentage of young people leaving care aged 16 or over with at least 1 GCSE at grade A*-G or a GNVQ	75%	76%	To follow	Pat Finegan / EP&L
JCAD Ref.	Risk What are the potential barriers to the success of this objective?	Impact 1. Insignificant 2. Minor 3. Moderate 4. Significant 5. Major	Probability 1. Rare 2. Unlikely 3. Moderate 4. Likely 5. Almost certain	Risk Score & Colour Impact x probability	Responsible Officer/ Division
CSD 0035	Changing relationship with providers may reduce our ability / capacity to influence schools and other organisations				Dave Perrett / EP&L

Every Child Matters (ECM) Outcome: Quality Service Management			DSLTD AD Lead for Outcome: Ian McGuff		
ECM Aim: Improve service leadership and management					
Ref.	Objective <i>A precise statement about what you should, (or will) be able to do or where you want to go. This needs to be specific and deliverable.</i>	Start Date Month/Year	Finish Date Month/Year	Lead Officer / Division	Linkages With Other Plans / Strategies
Ob 5	Develop, improve and embed strategies and processes to support service delivery	Apr 2012	Mar 2013	Ian McGuff	
Ref.	Critical actions, tasks & activities <i>What must be done in order to meet the objective, without which the objective would not be achieved?</i>	Start Date Month/Year	Finish Date Month/Year	Responsible Officer / Division	Linkages With Other Plans / Strategies
5.7	Review and implement a revised special educational needs strategy in light of national government guidance and changed funding formula			Dave Perrett / EP&L	
Ref.	Key Performance Measures <i>Is this objective measurable? There needs to be some way of assessing the achievement of this objective and/or the aim/outcome. Consider National Indicators first.</i>	2012/13 Target	2013/14 Target	2014/15 Target	Responsible Officer/ Division
	Accomplishment of critical actions, tasks and activities within timescales	100%			DSLTD
JCAD Ref.	Risk What are the potential barriers to the success of this objective?	Impact 1. Insignificant 2. Minor 3. Moderate 4. Significant 5. Major	Probability 1. Rare 2. Unlikely 3. Moderate 4. Likely 5. Almost certain	Risk Score & Colour Impact x probability	Responsible Officer/ Division
CS0 010	Reduced financial and human resources will make improved outcomes for children and young people more difficult to achieve				Ian McGuff / Q&P

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Appendix 2: Equality and diversity actions arising from directorate/cross-council priorities

Objective	Detailed action/target (and lead officer)	Target Date/ milestones	Planned outcome/performance indicator
Priority 1. Policy development and performance management			
E&D Ob 1. Assess the implications of the Equality Act 2010 for the Directorate and plan for its implementation.	(4) Assess new responsibilities and Identify equality objectives for the Directorate. (Ian McGuff)	April 2012/March 2013	Ensure the Directorate are aware of legal requirements. Key priorities and actions for Directorate identified and included in relevant policies. Directorate and Children's Partnership action planning includes equality actions to improve equality outcomes for children and young people based on sound equality impact assessments
E&D Ob 2. Improve equality performance management.	Ensure appropriate policies, plans and guidance enable the Directorate to be in compliance with statutory responsibilities and locally agreed actions supporting equality and	April 2012/March 2013	Equality and diversity action plan, reports and other relevant documents are produced. The Directorate makes an appropriate contribution to corporate equality and diversity development work.

	diversity. (Ian McGuff)		
E&D Ob 3. The local authority fulfils its statutory responsibilities, collects and publishes information, and responds appropriately to racist incidents	Collect, collate, analyse and publish data relating to racist incidents involving children and young people. Provide support as appropriate about recognising and responding to such incidents. Revise/update relevant documentation as and when necessary. (Ian McGuff)	April 2012/March 2013	Racist incidents data is published in the Council's agreed format annually. Appropriate support continues to be delivered to relevant staff when required.
E&D Ob 4. Improve equality data and intelligence	Continue to complete equality impact assessments for all new policies and change programmes. (All)	April 2012/March 2013	Equality impact assessments completed within timescale. Improvement actions identified and scheduled.

Priority 2 Engagement			
E&D Ob 5 Support the development of existing key engagement mechanisms.	(1) Promotion of opportunities for all groups to be engaged in the development of services for children and young people (Mike Wood)	April 2012/March 2013	All staff recognise and act upon their responsibilities in this area. Feedback from children and young people leads to improved understanding and focussed provision.
Priority 3 Improve communications			

E&D Ob 6 Improve access to information.	Further develop and improve communication by including selected equality and diversity information on Dudley's Internet and Intranet websites, and through the activities of the Directorate Equality and Diversity Group. Ian McGuff	April 2012/ March 2013	Selected information available on the Council's Internet website is updated at appropriate intervals. Directorate Equality and Diversity Group facilitates dissemination of relevant information e.g. regarding equality training and impact assessments
Priority 4 Employees			
E&D Ob 7. Encourage and promote appropriate recruitment of employees with a disability.	Support HR Division implementing action plan arising out of external auditor's review 'supporting people with a disability'. (Ian McGuff and HR team)	April 2012/March 2013	Appropriate arrangements in place to encourage and promote recruitment and retention of employees with a disability.
Priority 5. Promote community safety and community cohesion			
E&D Ob 8. Support borough wide activities to prevent violent extremism and promote community cohesion	(2) Work with partners across the Council to promote the engagement of schools in activities to prevent violent extremism (Ian McGuff / Rosina Ottwell)	April 2012/March 2013	Contribute to the development of resilience to violent extremism.