

**Select Committee on Economic Regeneration – 8<sup>th</sup> June 2005**

**Report of the Director of Law and Property**

**Revised Race Equality Scheme**

**1. Purpose**

- 1.1 To consider the revised Race Equality Scheme

**2. Background**

- 2.1 Named public authorities, including local authorities, are required under the specific duties of the Race Relations (Amendment) Act 2000 to publish a Race Equality Scheme and to review the list of policies and functions relevant to the duties under the Act, which the Scheme contains, at least every three years. The Council's first Scheme, published in May 2002, contained a commitment to produce a revised Scheme by the end of May 2005. The Scheme sets out in detail the authority's approach to promoting race equality and in meeting the requirements of the legislation.
- 2.2 The review of the Scheme was carried out against the background of proposals for further equality legislation over the coming months and years. A new Disability Discrimination Act 2005 was enacted during April 2005 and an Equality Bill, which will include a duty to promote gender equality, was announced in the Queen's Speech in May.
- 2.3 The Cabinet, in April 2005, agreed, against this background, that the Council should move towards the publishing of a combined Equality Scheme. This will incorporate the Race Equality Scheme, the statutory requirement to produce a Disability Equality Scheme, which will be introduced by Regulations under the Disability Discrimination Act 2005, and other equality strands, probably by December 2006 (depending on the timetable to be laid down in the Regulations). The revised Race Equality Scheme, which is attached, is therefore intended to cover the period until the combined Scheme can be produced
- 2.4 The Cabinet authorised the Director of Law and Property, in consultation with Councillor Shakespeare, to agree the revised Scheme for publication by the end of May to meet the legal requirements. The Scheme is being brought to

the select committee for comment and discussion, and to highlight any issues which the committee feels need to be addressed in the production of the combined Equality Scheme.

- 2.5 Progress reports on implementing the Scheme, including the employment monitoring data required by the legislation, are incorporated in the Annual review of equality and diversity which is submitted to this select committee and the Cabinet each year. The 2005 review will be brought to the select committee's next meeting.

### **3. Proposal**

- 3.1 That Members comment on the revised Scheme and note that progress reports on implementing the Scheme will continue to be brought to the committee as part of the Annual review of equality and diversity.

### **4. Finance**

- 4.1 Any financial implications arising from implementation of the revised Scheme will need to be identified in due course.

### **5. Law**

- 5.1 The Race Relations (Amendment) Act 2000 replaced Section 71 of the Race Relations Act 1976 with a new general duty on public authorities to work towards the elimination of unlawful discrimination and promote equality of opportunity and good relations between persons of different racial groups.
- 5.2 The Race Relations Act 1976 (Statutory Duties) Order 2001 required listed public authorities to publish a Race Equality Scheme by 31<sup>st</sup> May 2002 and to have in place arrangements to monitor by racial groups a number of employment related activities.

### **6. Equal Opportunities**

- 6.1 The attached Race Equality Scheme sets out the Council's approach to promoting race equality.

**7. Recommendation**

7.1 That the proposal in paragraph 3.1 be approved.

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**Director of Law and Property**

Contact officer: Simon Manson, Chief Executive's Directorate, ext 4713

# **Race Equality Scheme**



**May 2005**

# Dudley Metropolitan Borough Council

## Race Equality Scheme

### Contents

1. Introduction .....	1
2. Dudley Borough.....	2
3. The Council.....	3
4. Race Equality Scheme – values and principles.....	4
5. Strategic equality aims .....	4
6. Previous work on race equality.....	7
7. The Council's approach .....	9
8. Assessment of functions and policies.....	10
9. Assessing and consulting on the likely impact of proposed policies.....	10
10. Monitoring.....	12
11. Publication of assessments, consultation and monitoring.....	14
12. Public access to information and services .....	14
13. Training staff.....	15
14. Dealing with complaints .....	16
15. Publication of the Scheme .....	17
16. Action plan and timetable .....	17
17. Reviewing the action plan and timetable .....	22
Appendix 1 Race Equality Scheme action plan targets to be achieved by 30 <sup>th</sup> May 2005.....	23
Appendix 2 Areas for improvement arising from 'The Journey to Race Equality' self-assessment.....	26
Appendix 3 Proposed race equality outcomes.....	29
Appendix 4 Best value performance indicators for 2005/06 relevant to race equality.....	32
Appendix 5 Functions and policy areas assessed as relevant .....	35

## 1. Introduction

Dudley Metropolitan Borough Council published its first Race Equality Scheme in May 2002. The Scheme has been now been updated to reflect the progress that has been made since the first Scheme was published and to revise the list of functions relevant to promoting race equality included in the Scheme. While the publishing of the Scheme responds to statutory requirements, the Council has long recognised the importance of ensuring that its policies and services are effective in tackling discrimination, and promoting race equality and good relations between people of different racial groups, and has had in place an Equality and Diversity Policy for many years.

The Race Relations Act 1976 (as amended by the Race Relations (Amendment) Act 2000) places a general duty on a wide range of public authorities, including local councils, to promote race equality. This duty means that in everything they do, the authorities should have due regard to the need to:

- eliminate unlawful racial discrimination
- promote equality of opportunity
- promote good race relations between people of different racial groups.

The duty expects public authorities to take the lead in promoting race equality and preventing unlawful discrimination.

The Race Relations Act 1976 (Statutory Duties) Order 2001 also places specific duties on public authorities to:

- prepare and publish a Race Equality Scheme by 31<sup>st</sup> May 2002 and review the assessment of its functions at least every three years
- monitor their employment procedures and practices.

Dudley Metropolitan Borough Council's Race Equality Scheme sets out in detail how the Council intends to meet its statutory duties. The Scheme is effectively a strategy and action plan which summarises the Council's approach to race equality across all its services and in employment with the Council. It identifies the functions and policy areas that are relevant to the performance of the duty. It also sets out the Council's arrangements for:

- consulting on the likely impact of its proposed policies on the promotion of race equality

- monitoring its policies for any adverse impact on the promotion of race equality
- publishing the results of such assessments and consultation
- ensuring public access to information and services which it provides
- training staff in connection with the duties.

The Council's Equality and Diversity Policy is a generic one, covering race, gender disability and other equality areas. The Council is also working on the Equality Standard for Local Government, covering these broader equality areas. New legislation requires public authorities to publish a Disability Equality Scheme. In addition, the three separate equality commissions are to be combined into a new Commission for Equality and Human Rights and further legislation is proposed on other equality strands. Therefore, the Council will work towards publishing a generic Equality Scheme and the Race Equality Scheme will be further revised within the next three years to combine it with the requirements for other equality strands and to ensure that it aligns more closely with wider Council planning processes.

## **2. Dudley Borough**

Dudley Metropolitan Borough is situated to the west of the West Midlands conurbation. It consists of several townships including Dudley, Stourbridge, Halesowen and Brierley Hill. The borough's population is 304,800 (mid-year estimate 2003).

The 2001 Census showed that 93.68% of the borough's population were from white communities and 6.32% from black and minority ethnic (BME) communities. The proportion of the population from BME communities has grown from 4.5% in 1991. The BME population of the Borough is far from evenly spread around the Borough with, for example, the highest concentrations of people of Indian origin in and around Dudley town centre, the Pakistani population concentrated in three areas – to the south-east of Dudley town centre, to the north of Brierley Hill and around Lye town centre – and Caribbean, African and other Black groups concentrated largely to the south and west of Dudley town centre.

Unemployment rates amongst the various ethnic groups in the Borough vary. 2001 Census figures showed that unemployment was highest amongst the Pakistani community. In terms of qualifications, the groups with the highest percentage of people with no qualifications are the Pakistani ethnic group, followed by Bangladeshi and other Asian groups. The White British group has one of the lowest rates of higher qualifications.

Figures such as these illustrate the importance of ensuring that public authorities like the Council have policies and services which seek to promote equality and tackle disadvantage or discrimination that may be experienced by any of the Borough's ethnic communities.

### **3. The Council**

Dudley Metropolitan Borough Council controls a gross revenue budget of £528.6m (2005/06) and manages a wide range of services, including education, environmental services, housing, leisure, planning, roads and social services. It employs approximately 12,500 employees, of which 4.2% are from a black or minority ethnic community (April 2004).

The Borough is divided into 24 wards, which are represented by 72 councillors. The Council approved a new Constitution on 30<sup>th</sup> April 2002 and adopted a Leader and Cabinet model with effect from 1<sup>st</sup> May 2002. The Council operates six select committees - economic regeneration, good health, environment, community safety, lifelong learning, and leisure and culture. The Council also runs five area committees - Brierley Hill, Central Dudley, Halesowen, North Dudley and Stourbridge.

The overall strategic direction for the Council is provided by the Community Strategy. A new strategy – the Dudley Borough Challenge - will be published by September 2005. The Council's priorities are outlined in the Dudley Council Plan, which is updated annually. The Council Plan lists the Council's values and governs all of its functions and policies.

The Council's commitment to equality and diversity is detailed in its Equality and Diversity Policy. The policy embraces both service delivery and employment.

The formal mechanisms for equality and diversity work within the Council are organised as follows:

- the Equality and Diversity Policy is reviewed regularly and approved by the Cabinet
- Council-wide equality and diversity priorities and targets are established each year through consultation with the Cabinet Member with responsibility for equality, the Select Committee on Economic Regeneration and community representatives, and included in the Council Action Plan
- an annual review of equality and diversity is produced around June each year for the Select Committee on Economic Regeneration and the Cabinet, which incorporates the Council-wide equality and diversity priorities and targets,



reports on progress with equality work and includes statutory and other employment monitoring information

- each directorate within the Council produces an annual equality and diversity action plan and annual report
- scrutiny of action plans and annual reports is undertaken by the Select Committees
- directorate lead officers on equality and diversity meet monthly as the Equality and Diversity Advisory Group which is chaired by the Director of Law and Property and includes a representative of Dudley Racial Equality Council.

Further information about the Council, including the Community Strategy and the Council Plan, can be accessed via the Council's website [www.dudley.gov.uk](http://www.dudley.gov.uk).

The Council also recognises the need to work with its partners in the Borough on promoting race equality and community cohesion. Partnerships in which the Council is involved will be assessed on an annual basis for their effectiveness, including whether or not they promote race equality. Dudley Community Partnership, the local strategic partnership for the Borough, will agree a race equality statement during 2005/06.

#### **4. Race Equality Scheme – values and principles**

The Race Equality Scheme should not be viewed in isolation from the rest of the Council's plans and policies. It is very much a vital part of all the activities in which the Council is involved. The Council acknowledges that it has a key leadership role to play in promoting race equality and community cohesion throughout the Borough.

The 2005/06 Council Plan Vision identifies that the Council “is committed to providing the best quality public services for local people and creating opportunities for local people to succeed. As a council we recognise and value the diversity of backgrounds, skills and needs within the Borough. We work hard to respond to these needs and serve the different people of Dudley fairly and efficiently to improve quality of life for everyone.”

#### **5. Strategic equality aims**

The Council's Equality and Diversity Policy sets out the policy framework for delivering equality and diversity within the Council covering both employment and service delivery. The policy sets out the following overall aims, together with more specific aims for employment and the provision of services.

## **“Overall aim**

The overall aim of the Council's equality and diversity policy is to:

- eliminate unlawful discrimination
- promote equality of opportunity; and
- promote good relations between people of diverse backgrounds

in its employment policies and practices, in its services, and in its engagement with partners and with the communities of the Borough.

The Council aims to ensure that no job applicants, employees, residents or service users receive less favourable treatment on any grounds which cannot be shown to be justified. These include race, colour, nationality, ethnic or national origin, religious beliefs, gender, marital status, responsibility for children or other dependants, disability, sexual orientation, transsexuality, age, trade union or political activities, social class, where the person lives or spent convictions. The Council recognises that discrimination may occur on more than one ground at the same time.

The Council will meet its legal duties under the Race Relations Act 1976, Race Relations (Amendment) Act 2000, Sex Discrimination Act 1975, Disability Discrimination Act 1995, Human Rights Act 1998 and any other legislation impacting on equality and diversity.

The Council:

- believes in a fair society that gives everyone an equal chance to live, work and learn free from discrimination, harassment and prejudice;
- will work to tackle social exclusion to ensure that everyone in the Borough has the chance to take part in our society;
- will aim to provide services that are appropriate and accessible to all members of the community;
- recognises and values the diversity of the Borough's communities and of our workforce;
- will aim to make the profile of its workforce at all levels as representative of the Borough's population as possible;
- accepts the definition of institutional racism set out in the Macpherson Report and will seek to address institutional racism and other forms of discrimination;
- accepts the definition of a racist incident set out in the Macpherson Report and will deal with such incidents with due seriousness;
- will incorporate equality and diversity principles from the start in all its plans and strategies;

- will provide community leadership on equality and diversity issues and will work with other organisations to implement the contents of this policy;
- will undertake equality impact and needs assessments to judge the impact of its policies and services and to determine the needs of its customers and citizens;
- will work towards identifying the equality and diversity outcomes it wants to achieve for its citizens and communities;
- will work towards achieving level 5 of the Equality Standard for Local Government and will undertake self-assessment, scrutiny and audit of its progress.

## **Services**

The aim of the policy in terms of service provision is to provide appropriate, accessible and effective services and facilities to all sections of the community without discrimination or prejudice.

The Council aims to:

- provide clear information about our services in appropriate formats and languages which meet people's needs;
- monitor our services to ensure that all sections of the community are receiving fair access and outcomes;
- ensure that Best Value reviews consider the way in which services impact on all sections of the community and set targets to redress disparities in the provision of services to those that are socially, economically or geographically disadvantaged;
- work with our partner organisations and the community to make the Borough a place to live, work and visit free from discrimination and harassment;
- consult with and involve all sections of the community in identifying needs and in decisions about services;
- respond promptly and fairly to any complaints that we receive about our services including those of discrimination;
- comply with the Commission for Racial Equality's Code of Practice on the Duty to Promote Race Equality and the Disability Rights Commission's Code of Practice Rights of Access Goods, Facilities, Services and Premises.

## **Employment**

The aim of the policy in terms of employment is to ensure that no job applicant or employee receives less favourable treatment on any grounds which cannot be shown to be justified. This applies to recruitment and selection, training, promotion,

transfers, pay and employee benefits, employee grievances and discipline procedures and all terms and conditions of employment.

The Council:

- will ensure that its employment policies and procedures do not discriminate intentionally or unintentionally against any group or individual on any unjustifiable grounds;
- will seek to respond to any special needs experienced by particular groups;
- will monitor its employment processes by age group, disability, gender and racial group and take action to address any inequalities that are apparent;
- will provide appropriate training for employees on equality and diversity issues;
- will recognise the religious and cultural needs of our employees;
- will make use of the Race Relations Act 1976, Sex Discrimination Act 1975, and Disability Discrimination Act 1995 which allow for initiatives to encourage under-represented groups to apply for posts or specific training where appropriate;
- will seek to review its pay structures to ensure all employees are rewarded fairly;
- will promote a culture of fairness and respect in all its employment policies, procedures and practices;
- will follow the Commission for Racial Equality, the Equal Opportunities Commission and the Disability Discrimination Act 1995 codes of practice on employment;
- will undertake an employment equality assessment of the Local Labour Market Area;
- will seek to encourage the application of these principles to all work undertaken for the Authority by all external employers;
- is committed to a programme of action to make this policy fully effective - each department will annually review how it is applying this policy and will continually monitor its activities as an employer."

This is an extract from the Council's Equality and Diversity Policy document. A full version is available on request and is published on the Council's website.

## **6. Previous work on race equality**

Equality work in Dudley Council is driven by local circumstances, equality legislation and national initiatives. Work undertaken by directorates of the Council is

coordinated by the Equality and Diversity Advisory Group, who report to their own directorate management teams, the Corporate Board and elected members.

The Council's first Race Equality Scheme contained an action plan and a summary of progress with this is attached at Appendix 1. A substantial component of the action plan was to undertake reviews of relevant functions and policies across all directorates to make sure that they were taking into account the requirements of the general duties. These reviews considered issues such as:

- the arrangements for monitoring how the function/policy affects different racial groups – this may include participation rates, satisfaction rates, how services are provided, data on complaints – and the scope for extending this
- what other data we have to assess the impact of the function/policy on different racial groups – this may include demographic data, Census information, research findings – and what other data might be required in order to assess the impact
- what consultation has been and is undertaken with racial groups in relation to the function and what more might be done
- what information is provided about the function and how this is provided
- how the services relevant to the function are accessed.

In addition to these reviews of functions and policies, the Council has undertaken a wide range of initiatives to promote race equality over many years. These include:

- an ongoing Customer Access to Services programme to improve access by all communities to information and services through a number of accessible customer service centres, information kiosks and other means – the first customer services centre opened in Dudley town centre in May 2005
- the Race Equality and Communications Service, based in the Social Services Directorate, which provides a Council-wide translation and interpretation service and works with local communities to address needs and share information
- an accredited interpretation service covering four community languages and British Sign Language in Housing and use of Language Line for Dudley Direct, the Housing call centre
- the Ethnic Minority Achievement Service, based in the Directorate of Education and Lifelong Learning, to provide support to pupils and their parents from communities who have underachieved at school
- close partnership working with Dudley Racial Equality Council, which the Council helps to fund
- the development of a BME housing strategy

- the establishment of the multi-agency Dudley Racist Incidents Group which reviews and takes action on racist incidents
- the establishment of a Council-wide BME employees group
- recognising different needs in service provision e.g. out of hours registration of deaths for Muslims and Jews; the introduction of Halal and vegetarian meals on wheels;
- mandatory training for all employees involved in recruitment and selection and a range of other equality training for employees
- a dedicated equality and diversity site on the Council's intranet
- taking part in recruitment fairs to encourage people from BME communities to apply for jobs with the Council.

The Council has received external recognition of its work on equality and in working with communities including, in 2005, the Midlands Excellence Award for Best Equal Opportunities Employer for the Financial Services Division of the Finance Directorate and shortlisting as a Beacon Council 2005 for "Getting Closer to Communities". The whole Council is also recognised as an "Investor in People".

The Annual Reviews of Equality and Diversity and directorates' equality and diversity action plans and annual reports contain more details of recent and ongoing race equality work.

## **7. The Council's approach**

The Council is committed to fulfilling its obligations under the Race Relations (Amendment) Act 2000. Its approach has been to work within existing structures wherever possible and to integrate the required action arising from its statutory race equality obligations within its existing equality policy and planning structures.

While the Council has achieved much, it acknowledges that there is more to be done to promote race equality in the Borough and will continue to use the Race Equality Scheme to drive its work forward. The Audit Commission's self-assessment tool 'The Journey to Race Equality' has been used by the Equality and Diversity Advisory Group to help the Council to assess its current performance on race equality and to identify and challenge the barriers which might inhibit progress. Areas to be addressed in order to move forward against the tool have been identified and actions outlined against each of these (see Appendix 2).

The Council recognises that it has finite resources and will be unable to achieve all the desired changes at once. The duties under the Race Relations Acts are proportionate in that the weight given to race equality should be proportionate to its

relevance to a particular function. In practice, this means that the Council will need to continue to give greatest consideration and resources to those functions that could have most effect on the public and that could affect racial groups in different ways.

The Council has identified outcomes that it wishes to achieve in promoting race equality. These are set out in detail at Appendix 3. It will measure progress on its race equality work through progress towards achieving these outcomes, by continuing to set targets in its annual review of equality and diversity, directorate action plans and the Race Equality Scheme. Performance will also be measured against performance indicators, particularly the Best Value Performance Indicators relating to equality (see Appendix 4). The Council will use its performance management system to monitor and report on key equality indicators and processes through the Corporate Board of Directors, Select Committees and the Cabinet.

## **8. Assessment of functions and policies**

The Council carried out an initial assessment of its functions and policies to determine which are relevant to its performance of the duty imposed by Section 71(1) of the Race Relations Act 1976 for its first Race Equality Scheme. This initial assessment has been reviewed and a revised list is published as part of this Scheme at Appendix 5.

The assessment was undertaken on the basis of considering:

- whether each of the three parts of the general duty applies
- the extent to which they apply
- what evidence is collected to assess the impact of the function or policy and what this tells us

## **9. Assessing and consulting on the likely impact of proposed policies**

The Council will undertake an assessment of, and will consult on, the likely impact of its proposed policies on the promotion of racial equality.

The assessment will use a variety of source material which may include:

- national or local research
- Census data
- comparisons of policies with other authorities

- survey results
- trend information
- employment or service monitoring data

The Council, for example, has produced a wide range of accessible information from the 2001 Census, which provides a wealth of information about the Borough and its communities. This is available to all employees through internal publications and the Council's intranet and is used to inform the development of new policies. 'Community Choice', the Dudley Borough citizens' panel aims to survey a representative cross-section of the Borough's population on a regular basis about a wide range of service issues. The Council also undertakes a regular survey of employees as part of its 'Making the Difference' improvement programme.

The consultation will be undertaken using various means which may include:

- consultation meetings
- area committees
- the Dudley Borough Conference
- the Dudley Borough Citizens' Panel or other survey questionnaires
- focus groups
- meetings with community groups
- community representatives forums
- user forums
- employee groups and trade unions
- the Council's website

The Council has produced a strategy and toolkit for consultation which it uses to guide consultation exercises. It is also proposed to develop a corporate consultation planner on a yearly basis to collect and share information about planned consultation activities. These activities are recorded on the Council's online consultation database available to employees, other agencies and the public through the Council's website. The database is helping to improve planning, coordination and the sharing of results of consultation.

A guide to undertaking race equality impact assessments has been produced for the Council's managers, accompanied by training.

In order to improve scrutiny of equality impact assessment work, the 'equal opportunities' paragraph in committee reports will be renamed 'equality impact' and reports will need to set out details of equality impact assessment work undertaken where relevant to the subject of the report.



## 10. Monitoring

The Council will carry out appropriate monitoring of its functions and policies for any adverse impact on the promotion of race equality.

The Race Relations Act 1976 (Statutory Duties) Order 2001 requires the Council to monitor, by reference to the racial groups to which they belong,

- (a) the numbers of –
  - employees in post, and
  - applicants for employment, training and promotion, from each group;
- (b) the numbers of employees from each group who –
  - receive training;
  - benefit or suffer detriment as a result of its performance assessment procedures;
  - are involved in grievance procedures;
  - are the subject of disciplinary procedures; or
  - cease employment with the Council.

The Council collects information against each of these categories and publishes the results annually on its website and in the Annual review of equality and diversity. The annual review also contains analysis of the data and identifies relevant action to be taken in response to the information. The Council is replacing its recruitment monitoring and personnel and payroll systems with a new system which will improve the process of recording and presenting the data.

The Race Relations Act 1976 (Statutory Duties) Order 2001 also requires the Local Education Authority (LEA) to monitor by racial group, for all the maintained schools in their area, the following:

- (a) staff in post; and
- (b) applicants for employment, training and promotion;
- (c) for schools with 150 or more full-time staff, or equivalent, the number of staff:
  - receiving training;
  - benefiting, or suffer detriment as a result of its performance assessment procedures;
  - involved in grievance procedures;

- subject to disciplinary procedures; and
- ending employment with these schools.

LEAs have a duty to take reasonably practical steps to publish, each year, the results of this monitoring. There are currently no maintained schools with 150 or more full-time staff, or equivalent, in the Borough. The Council's Directorate of Education and Lifelong Learning will publish the results of its monitoring in its Equality and Diversity Annual Report.

The Council has undertaken monitoring by ethnicity in a number of service areas for some years. The reviews undertaken of the policies and functions listed in the Council's first Race Equality Scheme have looked at how ethnic monitoring can be introduced or improved for that service area. Improvements have been made as a result and will be assessed as part of implementing this revised scheme. Service monitoring used by the Council may include:

- service take-up rates
- levels of satisfaction
- complaints
- how services are accessed.

The categories to be used for ethnic monitoring of employment and services are those from the 2001 Census for England and Wales.

The Council recognises that effective monitoring is not just about collecting relevant data, but also requires analysis of this data in order to assess whether its functions or policies may be having an adverse impact on the promotion of race equality and preventing it from meeting the general duty. If adverse impact is found from this monitoring information, the Council will address questions such as:

- if the policy is likely to lead to unlawful racial discrimination, can another way be found to achieve the aims of the policy?
- if the policy could adversely affect certain racial groups, can the policy be justified because of its ultimate objectives?
- can different needs expressed by certain groups be met within the policy?
- is the policy harming good race relations?
- will any changes to be made to the policy require fresh consultation?

How the data is being used will also be assessed as part of the implementation of this revised scheme.

## **11. Publication of assessments, consultation and monitoring**

The Council will publish a summary of any assessments, consultation and monitoring it does to identify any adverse impact on race equality. The Council will also take the opportunity to publish details of success stories or good practice in promoting race equality in employment and service provision.

The results from employment monitoring will be published annually in the Council's Annual review of equality and diversity. This is a public document and will be made available on the Council's website and on request from the Chief Executive's Directorate.

A summary of any assessments, consultations and monitoring undertaken by each directorate will be published in the relevant directorate's equality and diversity annual report. The reports are public documents and will be made available on the Council's website and on request from the relevant directorate.

The Council will also issue press releases to publicise the results of major assessment, consultation and monitoring exercises where appropriate.

More detailed information on each assessment, consultation and monitoring will be available on application to the appropriate director for the directorate responsible for the function or policy.

## **12. Public access to information and services**

The Council recognises that there are barriers that might make it difficult or prevent some people from different racial groups from fully accessing Council information or services and that particular arrangements may be required to address different needs. The Council's Equality and Diversity Policy includes the aims:

- to provide services that are appropriate and accessible to all members of the community
- to provide clear information about our services in appropriate formats and languages which meet people's needs.

In carrying out the reviews of its functions listed in the first Race Equality Scheme, the Council has considered issues around access to information and services such as:

- information in community languages

- when and where information is provided
- whether poor use of a service could be because people do not have enough information about it or for other reasons
- use of interpreters
- how people access services and how they would like to access services.

A range of improvements have been introduced or are planned, a number to be delivered through the Council's major Customer Access to Services programme. This programme is progressing initiatives such as:

- providing single points of contact for enquiries and service requests
- better coordination of Council services
- increased service accessibility and availability
- increasing opportunities for citizens to contact the Council and to receive information in a manner and format which best meets needs.

The Council has established a new customer services organisation – Dudley Council Plus - to provide this improved service to the Council's customers. A series of customer access centres will be opened in the main town centres in the Borough, with the first having opened in central Dudley in May 2005.

The Council is also drawing up an 'Access Strategy', the objectives of which are to make sure people know what is available from the Council and how to gain access, and to understand and respond to the varying needs of different customers, including those from different racial groups. The strategy is to be produced for October 2005.

Alongside this the Council is currently reviewing its language provision. At present, the main provision is through the Race Equality and Communications Service, based in the Social Services Directorate, which provides an in-house translation and interpretation service across the Council covering the main community languages of the Borough and the Housing Directorate employs accredited interpreters for key languages and uses Language Line for its call centre, Dudley Direct. The review is looking at needs and current provision across all Council services and for the new customer services organisation.

### **13. Training staff**

Staff responsible for managing and delivering the Council's Race Equality Scheme have been provided with training which has included awareness of the contents of the legislation and its implications, the contents of the Scheme itself, and how the

reviews were to be undertaken. Staff were prioritised for this training on the basis of their responsibility for functions set out in the timetable for reviews in the scheme.

A document 'Guidance for Reviews and Impact Assessments' has been produced to assist staff in implementing the duties. This is published on the Council's intranet site to allow easy access for staff. The document will be further revised in the light of experience and to address the wider requirements of the Equality Standard for Local Government.

The implications of the duties in the Act have been incorporated in the Council's programme of equality and diversity training for employees, which has been extended to include, for example, a new module on the Management Competency Programme – 'Managing Fairly and Inclusively'. Further information about the Scheme is provided on the Council's intranet, which has a specific site dedicated to equality and diversity, and through the Council employees' newsletter 'Dudley Matters'.

## **14. Dealing with complaints**

Complaints about how the Council is meeting its duties under the Race Relations (Amendment) Act 2000 or other complaints about race equality from members of the public will be dealt with through the Council's Customer Feedback Procedure (in the case of Social Services through their statutory complaints system). Copies of the customer feedback leaflet are available on the Council's website, Dudley Council Plus, other main Council reception areas and libraries, and are available in community languages. (Social Services leaflets are available from its central and district offices.)

Complaints about the way job applications are processed will be dealt with through the 'Fair Deal for Job Applicants', a copy of which is circulated with every job application pack.

Complaints from Council employees about bullying or harassment in the workplace will be dealt with through the 'Combating Bullying and Harassment of Employees Procedure' and racial discrimination in relation to their employment with the Council will be dealt with through the employee grievance procedure.

## **15. Publication of the Scheme**

The Race Equality Scheme is available in print form on request from Simon Manson, Chief Executive's Directorate, Dudley MBC, Council House, Priory Road, Dudley DY1 1HF, (tel 01384 814713; email [simon.manson@dudley.gov.uk](mailto:simon.manson@dudley.gov.uk)) and on the Council's website at [www.dudley.gov.uk](http://www.dudley.gov.uk). Copies of the Scheme will also be available in public libraries in the Borough and from Dudley Racial Equality Council.

A summary of the Scheme will also be available in Arabic, Bengali, Chinese, Gujarati, Punjabi and Urdu, and in large print.

## **16. Action plan and timetable**

The Council will aim to build on the progress that has been made in promoting race equality. In particular, it will look to build on the reviews of policies and functions undertaken under the first Scheme. In undertaking the reviews it was clear that in some relevant areas there was insufficient data in order to assess the impact of the function or policy on different racial groups. Review reports will therefore be revisited and full impact assessments undertaken of relevant priority functions where identified by directorates.

Directors will be responsible for ensuring that the impact assessments for their directorates are completed in accordance with the timetable set out in the action plan. Actions arising from impact assessments will be incorporated in directorates' annual equality and diversity action plans.

The action plan for 2006/07 will be reviewed and revised in line with the plans to produce a combined Equality Scheme.

### **Action Plan – 2005/06**

- (1) Undertake full impact assessments of the following functions/policies by May 2006:

#### **Chief Executive's**

Community strategy

Community safety – anti-social behaviour

Credit Union

Harassment and bullying

Recruitment and selection

## **Education and Lifelong Learning**

BME achievement in schools (and 2006/07)  
Drugs policy  
Education Development Plan priority 4 (and 2006/07)  
Exclusions  
Library policy framework  
Looked after children  
New arrivals, work with  
Religious education agreed syllabus  
Special educational needs policy and procedures  
Supplementary schools (and 2006/07)

## **Finance**

Benefit services  
Corporate procurement  
Financial services

## **Housing**

Absence management  
Access to work – employment assessments  
Anti-social behaviour, nuisance and disputes  
Directorate policy/procedure manual  
Employee improvement/disciplinary/grievances  
Employee relations advisory service  
Employee/welfare service  
Property inspections  
Quality assurance (and 2006/07)  
Racial harassment policy and procedure  
Recruitment and selection  
Tenants Compact  
Tenant representation on consultative forums  
Training and development

## **Social Services**

Business services:  
    Access to social care qualification (post entry) and NVQ programme  
Children and families:  
    Children with disabilities  
    Children's review  
    Permanent placements  
    Youth offending  
Learning disability:

Drugs and alcohol misuse  
Older people and physical disability:  
Assessment and care management policy  
HIV/AIDS

**Urban Environment**

Bereavement Services  
Community regeneration  
Sports and recreation

- (2) Commence preparation of a combined Equality Scheme for publication in December 2006 (subject to the date to be established by Regulations implementing the Specific Duties of the Disability Discrimination Act 2005).
- (3) Revise the guidance on carrying out equality impact assessments to be published by October 2005.
- (4) Commence the introduction of the training and recruitment elements of the Council's new personnel and payroll system during 2005/06.
- (5) Revise the approach to the 'equal opportunities' paragraph in committee reports to look at equality impact by September 2005.
- (6) Complete the Access Strategy by October 2005 and develop an implementation plan.
- (7) Complete the review of language provision across the Council by September 2005 and develop an implementation plan.
- (8) Examine the reviews of functions and policies undertaken as part of the commitments within the Council's first Race Equality Scheme as part of the self-assessment work to be undertaken against the Equality Standard for Local Government during June to September 2005.
- (9) Provide further opportunities for training on equality impact assessments for managers during 2005/06.
- (10) Produce the Annual review of equality and diversity for the Select Committee on Economic Regeneration and the Cabinet by September 2005.



- (11) Produce annual directorate equality and diversity reports for June 2005 select committee meetings and action plans for February/March 2006 select committee meetings.
- (12) Implement the actions arising from the self-assessment undertaken against the Audit Commission's 'The Journey to Race Equality' framework (see Appendix 2).
- (13) Review progress against the 'The Journey to Race Equality' self-assessment in January 2006.
- (14) Review the race equality outcome indicators (see Appendix 3) by May 2006.

### **Draft Action Plan 2006/07**

- (1) Undertake full impact assessments of the following functions/policies by May 2007:

#### **Chief Executive's**

Corporate marketing and communications  
Employee improvement and discipline  
Employee grievances  
Training and development

#### **Education and Lifelong Learning**

Adult and community learning – three year development plan  
Consulting with communities  
Hard to place children  
Monitoring visits to individual schools  
School performance group reporting  
Schools effectiveness division - revised standard operating procedure  
Youth service curriculum framework

#### **Finance**

Business rates  
Council Tax  
ICT Services

#### **Housing**

Performance management  
Quality assurance

## **Law and Property**

Democratic services  
Dudley open market

## **Social Services**

Business services:

- Access to counselling

Children and families:

- Children's homes

- Commissioning and purchasing of care services

- Fostering

Learning disability:

- Day services

Older people and physical disability:

- Day care services

- Domiciliary care

- Fair access to care

- Safeguarding and protection of vulnerable adults

## **Urban Environment**

Arts culture and creativity services

Halls and entertainment

Himley Hall and Park, events and festivals

Public Protection

- (2) Publish the Council's combined Equality Scheme by December 2006 (subject to the date to be established by Regulations implementing the Specific Duties of the Disability Discrimination Act 2005).
- (3) Complete the introduction of the training and recruitment elements of the Council's new personnel and payroll system by December 2006.
- (4) Produce the Annual review of equality and diversity for the Select Committee on Economic Regeneration and the Cabinet by June 2006.
- (5) Produce annual directorate equality and diversity reports for June 2006 select committee meetings and action plans for February/March 2007 select committee meetings.
- (6) Implement the actions arising from 'The Journey to Race Equality' self-assessment (see Appendix 2), taking on board any further actions arising from the 2006 reassessment.

- (7) Review progress against the 'The Journey to Race Equality' self-assessment in January 2007.
- (8) Review the race equality outcome indicators to include wider equality indicators in line with the production of the combined Equality Scheme by December 2006.

## **17. Reviewing the action plan and timetable**

The Council has agreed to work towards the publication of a generic Equality Scheme and therefore to integrate this Scheme within this wider document. It is proposed to prepare the Equality Scheme along the timescales for the publishing of the statutory Disability Scheme, when this is announced.

The Race Equality Scheme and the action plan will be monitored and reviewed through existing mechanisms, namely:

- directors and their directorate management teams, which will be responsible for monitoring and reviewing the directorate contributions to the Scheme
- the Equality and Diversity Advisory Group, which will monitor the Scheme on at least a six-monthly basis and be responsible for leading any review of the scheme
- Corporate Board, which will undertake quarterly monitoring of key performance indicators
- the Cabinet, which will receive quarterly monitoring reports referred by Corporate Board and the Annual review of equality, which will include summaries of relevant progress against the Scheme
- Select Committees, which will scrutinise directorates' equality and diversity action plans and annual reports and the Annual review of equality and diversity.

## Appendix 1

### Race Equality Scheme action plan targets to be achieved by 30<sup>th</sup> May 2005

Action Plan Target No.	Target	Completion Date	Progress
<b>Year 1</b>			
(1)	Undertake reviews of listed functions/policies in year 1 of the Scheme	30/05/03	Vast majority of reviews undertaken except in Directorate of Education and Lifelong Learning which has initiated a training programme for managers to ensure these are addressed, and progress is now being made.
(2)	Carry out wider consultation on the Race Equality Scheme	31/12/02	Published on website with request for feedback; shared with partners at Dudley Community Partnership meeting and DREC conference; consultation with communities at DREC meeting in November and wide circulation of Scheme to groups.
(3)	Produce guidance on reviewing policies and functions	31/12/02	Guidance produced in August 2002, widely circulated and published on intranet. Revised in November 2003.
(4)	Produce guidance on carrying out impact assessments on proposed policies	31/12/02	Included in guidance in (3) above
(5)	Train staff responsible for reviewing year 1 functions	31/12/02	Two workshops held in October 2002 involving nearly 40 relevant staff.
(6)	Train staff responsible for reviewing year 2 functions	31/05/03	3 further workshops held – over 80 managers trained in total

(7)	Develop and introduce further equality performance indicators	31/03/03	Best value performance indicators on equality revised and new race equality indicators introduced
(8)	Complete consultation strategy with ethnic minority communities	31/12/02	Corporate consultation strategy, toolkit, database and web pages introduced in May 2004 which provides guidance on ethnic minority community consultation.
(9)	Introduce revised corporate complaints procedure	31/03/03	Revised procedure with equality monitoring launched in January 2004
(10)	Produce annual review of equal opportunities for select committee and the Executive	31/03/03	Annual review considered by Select Committee for Economic Vitality and Jobs in February 2003 and by Executive
(11)	Produce annual departmental equal opportunities action plans	31/05/03	All directorates produced equality and diversity action plans although some were not considered by select committees until autumn 2003.
<b>Year 2</b>			
(1)	Undertake reviews of listed functions/policies in year 2 of the Scheme	31/05/04	Many reviews completed by deadline; outstanding reviews being completed by 31/05/05.
(2)	Train staff responsible for reviewing year 3 functions	31/12/03	Additional sessions now introduced in DELL; a number of sessions with small groups of staff carried out during 2004/05
(3)	Produce annual review of equal opportunities for select committee and the Executive	31/03/04	Annual review submitted to July 2004 select committee. (Timetable amended to fit in with wider planning and reporting requirements)
(4)	Produce annual departmental equal opportunities action plans	31/05/04	All directorates produced equality and diversity action plans and submitted them to select committee by 31/03/04

<b>Year 3</b>			
(1)	Undertake reviews of listed functions/policies in year 3 of the Scheme	31/05/05	Majority of year 3 reviews completed by deadline.
(2)	Undertake a review of the Race Equality Scheme, including the list of policies and functions assessed as relevant to the performance of the duty imposed by section 71(1) of the Race Relations Act.	31/05/05	Review undertaken and revised Scheme published by deadline.
(3)	Produce annual review of equal opportunities for select committee and the Executive	31/03/05	Annual review currently being prepared (timetable amended to fit in with wider planning and reporting requirements)
(4)	Produce annual departmental equal opportunities action plans	31/05/05	All directorates produced equality and diversity action plans and submitted them to select committee by 31/03/05

## Appendix 2 Areas for improvement arising from 'The Journey to Race Equality' self-assessment

Area	Issue*	Action	Date	Responsibility
Working with partners	'Intending' <ul style="list-style-type: none"> <li>• Scope to extend partnership working to promote race equality</li> </ul>	Undertake evaluation of partnerships across the Council using the Partnership Evaluation Tool	Annual, beginning in 2005/06	Partnership Working and Consultation Group
Community engagement	'Intending' <ul style="list-style-type: none"> <li>• clearer, more planned approach</li> </ul> 'Starting' <ul style="list-style-type: none"> <li>• learning from best practice</li> <li>• engagement of BME communities in developing policies</li> </ul>	Develop corporate consultation planner  Promote use of the consultation toolkit and database  Share examples of good practice and providing evidence of learning  Community presentation of annual review of equality and diversity	Commence April 2005       October 2005	Partnership Working and Consultation Group       Equality and Diversity Advisory Group
Capacity	'Intending' <ul style="list-style-type: none"> <li>• Further capacity to drive, coordinate and monitor race equality work across the organisation</li> <li>• evaluation of training</li> </ul> 'Starting' <ul style="list-style-type: none"> <li>• more systematic assessment</li> </ul>	Half-day session on equality to be held for Corporate Board to discuss capacity issue  Develop combined Equality Scheme and clearer links with the Equality Standard	July 2005   Provisionally December 2006	Corporate Board   Equality and Diversity Advisory Group

	of training needs	Discuss training evaluation with Central Training and Development	September 2005	
Vision, priorities and outcomes	<p>‘Intending’</p> <ul style="list-style-type: none"> <li>clearer identification of race equality outcomes and their achievement</li> </ul> <p>‘Starting’</p> <ul style="list-style-type: none"> <li>clearer guidance to staff on ethnic monitoring – how, why and what to do with data</li> <li>more consistent approach to needs analysis</li> <li>better feedback to employees e.g. employees survey</li> </ul>	<p>Refine identified outcomes and measures</p> <p>Agree and undertake programme of full equality impact assessments</p> <p>Produce guide to equality impact assessment to replace existing guidance relating to race, to include clearer guidance on monitoring and needs analysis <i>(see also culture and rational)</i></p>	<p>May 2006</p> <p>2005-07</p> <p>October 2005</p>	Equality and Diversity Advisory Group
Leadership	<p>‘Starting’</p> <ul style="list-style-type: none"> <li>need for clearer identification and role for champions at senior level</li> </ul>	<p>Introduce management competency module on managing fairly and inclusively</p> <p>Half-day session on equality to be held for Corporate Board to discuss issue</p>	<p>From April 2005</p> <p>July 2005</p>	<p>Head of Personnel</p> <p>Corporate Board</p>
Culture and rationale	<p>‘Starting’</p> <ul style="list-style-type: none"> <li>some staff need to be clearer about how race equality is relevant to their work</li> </ul>	<p>Continue equality training programme for employees</p> <p>Improve equality and diversity intranet</p>	<p>Ongoing</p> <p>December</p>	<p>Head of Personnel</p> <p>Equality and</p>



	<ul style="list-style-type: none"> <li>communication of combating bullying and harassment procedure to employees</li> </ul>	<p>site</p> <p>Develop e-learning resource on equality and diversity</p> <p>ment harassment support contacts across directorates</p> <p>Review operation of the harassment support scheme</p>	<p>2005</p> <p>By March 2006</p> <p>From April 2005</p> <p>March 2006</p>	<p>Diversity Advisory Group</p> <p>Head of Personnel</p>
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\* The 'intending/starting' headings refer to categories used by the Audit Commission's 'The Journey to Race Equality' self-assessment framework

### Appendix 3 Proposed race equality outcomes

	Desired Outcome	Measured or evidenced through	Baseline	BVPI ref. or link
Employment				
1.	Council workforce reflective of Borough population (6.32% BME) at all levels	Annual employment monitoring	BME employees – 4.2% (April 2004) Top 5% of earners from BME communities – 3.74 % (April 2004)	BVPI17a BVPI17b BVPI11b (BVPI2b)*
2.	Proportion of job applicants from different groups similar at shortlisting and appointment stage	Annual recruitment and selection monitoring	BME applicants – 12.59% BME shortlisted – 11.51% BME appointed – 6.30% (2003/04, Green Book positions)	
3.	Similar employee retention rates across all groups	Annual employment monitoring	7.02% turnover all employees 9.88% turnover BME employees (2003/04, non-schools)	
4.	Similar, high satisfaction rates for all employee groups	Two-yearly employees survey	Slightly lower ratings from largest BME groupings (2003)	(BVPI2b)
5.	Fair access to training opportunities for all groups	Annual employment monitoring	Short course requests – BME 7.77%; received – 7.21% Vocational/professional requests – BME 9.63%; received 10.56% (non-schools, 2003/04)	
6.	Similar, low levels of grievances and disciplinary action for all groups	Annual employment monitoring	Grievances: 4 BME from 8 Disciplinary: 5 BME from 32 (2003/04, non-schools)	

7.	Low levels of harassment and bullying (but confidence in reporting)	Annual employment monitoring; employees survey	Baseline to be established	
8.	Dudley people regard Council as an equal opportunities employer	Citizens Panel/customer surveys Annual equality and diversity consultation meeting	Baseline to be established	
Services and community relations				
9.	High customer satisfaction rates across services for all racial groups	Customer surveys Best value satisfaction survey	BV satisfaction survey results (2003/04) e.g. BME tenant satisfaction with overall service – 61.4%; all tenants – 71.4% BME tenant satisfaction with participation – 47.6%; all tenants – 58.6%	BVPI74b  BVPI75b
10.	Services meeting identified needs of different racial groups	Outcomes from impact assessments	Information to be gathered from 2005/06	(BVPI2b)
11.	Similar service take-up rates by all racial groups	Directorate service monitoring	PAF indicators E45, E47, E48 Other service baselines to be identified	(BVPI2b)
12.	Proportionate level of complaints across all racial groups; similar satisfaction rates with way complaint handled across all racial groups	Complaints monitoring	Baseline being established for 2004/05	(BVPI2b)
13.	Equivalent level of service outcomes	Directorate service monitoring	Baselines in place for some services e.g. pupil attainment levels in schools	(BVPI2b)

14.	Engagement of all racial groups in consultation/high level of response to consultation	Evidence of changes resulting from consultation; consultation database	Information to be gathered from 2005/06	
15.	Added value to race equality through partnership working	Partnership evaluation tool	Baseline to be established during 2005/06	
16.	Increase in confidence in reporting racist incidents	Racist incidents monitoring	2003/04 113.1 incidents per 100,000 population 2003/04 94% further action	BVPI174 and 175 (BVPI2b)
17	BME community businesses being awarded Council contracts	Further work needed in order to determine how to measure	Further work needed in order to define a baseline	
18	High level of community confidence and trust	Citizens Panel/customer surveys Community cohesion indicators to be developed	Further work needed in order to define a baseline	

\* Indicates a link with the composite BVPI2b on the duty to promote race equality

BVPI – Best value performance indicator

## Appendix 4

### Best value performance indicators for 2005/06 relevant to race equality

**BV 2a** The level of the Equality Standard for Local Government to which the authority conforms in respect of gender, race and disability

**BV 2b** The duty to promote race equality

1) Does the authority have a Race Equality Scheme in place?

Does the RES:

- a. list the functions and policies that are relevant to the general duty?
- b. consist of a strategy, which addresses the general duty and each of the specific duties?
- c. contain clear priorities, targets and outcomes in order to fulfil the general and specific duties?

Is the RES

- d. supported by a timetabled, three year action plan?
  - e. clearly integrated in all corporate and service level plans and strategies?
  - f. clearly integrated in procurement and partnership strategies and policies and best value reviews?
  - g. actively communicated to members of the public and to staff?
  - h. reviewed regularly by the authority?
  - i. owned by Council members and senior officers who share responsibility for ensuring outcomes are met and are involved in reviews of the scheme?
- 2).
- j. Is there evidence of measurable improvements in respect of:  
the representation in the workforce at all levels of the range of ethnic groups in the local area and relevant labour markets.
  - k. improving staff perceptions of equal opportunities for all ethnic groups and reducing any differences?
  - l. widening the ethnic profile of service users having regard to need and relative to the local population?
  - m. improving satisfaction rates among service users of all ethnic groups and reducing any differences?
  - n. reducing number of complaints from service users of all ethnic groups and reducing any differences?

- o. providing services that meet the needs of all ethnic groups in the communities the authority serves?
- p. improving service outcomes for all ethnic groups and reducing any differences?
- q. increasing confidence in reporting racial incidents.
- r. increasing satisfaction in the way racial incidents resulting in further action are handled.

**BV11b** The percentage of the top-paid 5% of Local Authority staff who are from an ethnic minority

**BV17a** The percentage of local authority employees from ethnic minority communities

**BV17b** The percentage of the economically active (persons aged 18-65) population from ethnic minority communities in the local authority area

**BV74b** Satisfaction of ethnic minority local authority tenants (excluding white minority tenants) with the overall service provided by their landlord:

**BV74c** Satisfaction of non-ethnic minority local authority tenants with the overall service provided by their landlord

**BV75b** Satisfaction of ethnic minority council housing tenants (excluding white minority tenants) with their opportunities for participation in management and decision-making in relation to housing services provided by their landlord.

**BV75c** Satisfaction of non-ethnic minority council housing tenants with their opportunities for participation in management and decision-making in relation to housing services provided by their landlord.

**BV164** Does the authority follow the Commission for Racial Equality's code of practice in rented housing and follow the Good Practice Standards for social landlords on tackling harassment included in the Code of Practice for Social Landlords: Tackling Racial Harassment?

**BV174** The number of racial incidents reported to the Local Authority, and subsequently recorded, per 100,000 population

**BV175** The percentage of racial incidents reported to the Local Authority that resulted in further action

## **Appendix 5**

### **Functions and policy areas assessed as relevant**

#### **Chief Executive's Directorate**

Customer Services Organisation

- Customer feedback

Community safety:

- Anti-social behaviour

- Substance misuse

- Acquisitive crime

Community strategy

- Community cohesion

- Neighbourhood renewal

Corporate marketing and communications

Elections/electoral registration

Emergency planning

Personnel policies:

- Compassionate and dependency

- Employee improvement and discipline

- Employee grievances

- Harassment and bullying

- Managing sickness absence

- Performance review and development

- Probationary procedure

- Recruitment and selection

- Retraining and redeployment

- Training and development

- Voluntary alteration of hours

Health and safety

Mayoral services

Neighbourhood management

Voluntary and community sector – Local Compact

#### **Directorate of Education and Lifelong Learning**

Access and inclusion

- Exclusions

- Hard to place children protocol

- Inclusion strategy

- Pupil access services



- School support services
- Special educational needs policies and procedures
- Community education and development
  - Adult and community learning - three year development plan
  - Anti-bullying policy
  - Consulting with communities
  - Drugs policy
  - Dudley performing arts
  - Involving and consulting children and young people
  - Health promoting schools
  - Lifelong learning
  - Youth and community
  - Youth service curriculum framework
- Libraries
  - Information service
  - Libraries and information
  - Library policy framework
  - Library services
- Resources and planning
  - Buildings and estates service
  - Catering and client services
  - Environmental Education Service
  - Offsite Educational Visit and Journeys Service
  - Personnel services
  - Physical Education and School Sport Service
  - Purchasing, procurement and contract management
  - Strategic Investment and Development Service
  - Student finance
  - Training and development policy
- School effectiveness
  - BME achievement in schools
  - Early years development and childcare
  - Education development plan, priority 4
  - Equality and diversity policy
  - Ethnic minority achievement
  - Monitoring visits to individual schools
  - New arrivals, work with
  - Racist incidents/ complaints – procedure for reporting
  - Religious education agreed syllabus
  - School development advice
  - School effectiveness division - revised standard operating procedure
  - School governance

- School improvement policy
- Schools library service
- School performance group reporting
- Supplementary schools

### **Directorate of Finance, ICT and Procurement**

- Audit services
- Benefit services
- Corporate procurement
- Financial services
- Information communication technology
- Purchasing
- Revenue services
- Risk management

### **Housing Directorate**

- Absence management
- Access to work – employment assessments
- Anti-social behaviour, nuisance and disputes
- Asylum seekers and refugees service
- Contact centre – Dudley Direct
- Customer communication
- Directorate policy/procedure manual
- Employee improvement/disciplinary/grievances
- Employee relations advisory service
- Employee/welfare service
- Estate management
- Gypsy and travellers service
- Homelessness/housing advice
- House sales and rent collection
- Housing allocations
- Housing strategy
- Performance management
- Property inspections
- Private sector housing
- Quality assurance
- Racial harassment policy and procedure
- Recruitment and selection
- Repairs
- Supporting People
- Tenants compact
- Tenant participation

Tenant representation on consultative forums  
Training and development  
Warden services

### **Law and Property Directorate**

Democratic services  
Dudley open market  
Licensing (Hackney carriage and private hire)  
Liquor licensing  
Procurement of major capital works  
Registration and celebratory services  
Repairs and maintenance of Council buildings (excluding housing)

### **Directorate of Social Services**

Business services:

- Access to social care qualification (post entry) and NVQ programme
- Access to counselling

Children and families:

- Children with disabilities
- Children's homes
- Children's review
- Commissioning and purchasing of care services
- Fostering
- Permanent placements
- Youth offending

Learning disability:

- Community services, including Community Team Learning Disabilities
- Day services
- Drugs and alcohol misuse
- Residential services

Older people and physical disability:

- Assessment and care management policy
- Day care services
- Domiciliary care
- Fair access to care
- HIV/AIDS
- Meals on wheels
- Physical disability services
- Safeguarding and protection of vulnerable adults

Mental health services\*

## **Directorate of the Urban Environment**

Arts culture and creativity services (arts development)  
Bereavement services  
Building control  
Business regeneration  
Car park management  
Civil engineering, highways and transportation  
Community regeneration  
Conservation  
Countryside services  
Development control  
Grounds maintenance  
Halls and entertainment  
Himley Hall and Park – events and festivals  
Landscape and urban design  
Museums  
Parks/nature reserves  
Physical regeneration – design and projects  
Physical regeneration – town centre development  
Planning policy  
Public health enforcement (drainage and waste care)  
Public protection  
Recycling  
Refuse collection  
School crossing patrol service  
Sports and recreation  
Street care, including litter/dog fouling and public conveniences  
Traffic and road safety  
Traffic management

\* The local Mental Health Service is now an integrated service and the lead for the service rests with Beacon and Castle Primary Care Trust who have the responsibility to include mental health functions and policies (including social care) in their Race Equality Scheme