

## Chief Executive's Directorate

### Equality and Diversity Annual Report 2007/08

#### 1. Introduction

1.1 The Council's equality and diversity policy requires all directorates to produce an annual equality and diversity action plan to develop their work in implementing the Council's equality and diversity policy in relation to their service areas and employment practices. All directorates also produce an annual report on implementation of the action plan. This is prepared after the end of March so that it can report on a full year's progress on action plan targets. The Chief Executive's Directorate's equality and diversity action plan for 2008/09 was considered by the Select Committee on Regeneration, Culture and Adult Education on 5<sup>th</sup> March 2008.

1.2 This document is the annual report and covers the period from April 2007 to March 2008. The report contains:

- key facts about the directorate, including a workforce profile
- key issues from equality impact assessments
- achievements against the directorate's equality and diversity action plan for 2007/08.

#### 2. Key Facts

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

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

2.2 The Directorate contains the following sections:

- Administration Services
- Community Safety

- Corporate Learning and Development
- Corporate Personnel
- Corporate Policy and Research
- Credit Union
- Customer Access to Services
- Elections and Electoral Registration
- Health and Safety
- Leaps and Bounds
- Marketing and Communications
- Secretariat, Leader's and Mayor's office

2.3 The Directorate employs 330 staff as at 31<sup>st</sup> March 2008 (NB this includes personnel, training and marketing and communications employees based in other directorates), compared with 425 staff at 31 March 2007. Since last year Dudley Council Plus has transferred to the Directorate of Finance, ICT and Procurement and Neighbourhood Management employees, included in the 31 March 2008 figures, transfer to Directorate of Adult, Community and Housing Services with effect from 1<sup>st</sup> April.

**Table 1(a). Chief Executive's Directorate workforce profile 31 March 2008 (compared with previous two years)**

Chief Executive's		Female (%)	Male (%)	BME (%)	Disabled (%)
Scale point 34 and above (higher grades)	31/03/08	67.3	32.7	7.1	8.0
	31/03/07	66.4	33.6	6.4	9.1
	31/03/06	59.7	40.3	6.0	1.5
Below scale point 34 (lower grades)	31/03/08	71.9	28.1	6.0	3.7
	31/03/07	76.5	23.5	7.9	4.1
	31/03/06	75.6	24.4	7.1	1.5
Total	31/03/08	70.3	29.7	6.4	5.5
	31/03/07	73.9	26.1	7.5	5.4
	31/03/06	71.9	28.4	6.8	1.5

**Table 1(b). Dudley MBC workforce profile 31 March 2008 (compared with previous two years)**

<b>Dudley MBC</b>		<b>Female (%)</b>	<b>Male (%)</b>	<b>BME*</b>	<b>Disabled (%)</b>
<b>Scale point 34 and above (higher grades) (excluding schools)#</b>	<b>31/03/08</b>	<b>50.3</b>	<b>49.7</b>	<b>9.1</b>	<b>4.6</b>
	<i>31/03/07</i>	<i>49.6</i>	<i>50.4</i>	<i>8.9</i>	<i>4.3</i>
	<i>31/03/06</i>	<i>48.0</i>	<i>52.0</i>	<i>8.0</i>	<i>2.0</i>
<b>Below scale point 34 (lower grades) (excluding schools)#</b>	<b>31/03/08</b>	<b>69.5</b>	<b>30.5</b>	<b>6.2</b>	<b>2.6</b>
	<i>31/03/07</i>	<i>69.7</i>	<i>30.3</i>	<i>5.9</i>	<i>2.2</i>
	<i>31/03/06</i>	<i>69.3</i>	<i>30.7</i>	<i>5.2</i>	<i>1.3</i>
<b>Total (excluding schools)</b>	<b>31/03/08</b>	<b>66.6</b>	<b>33.4</b>	<b>6.6</b>	<b>2.9</b>
	<i>31/03/07</i>	<i>66.9</i>	<i>33.1</i>	<i>6.4</i>	<i>2.5</i>
	<i>31/03/06</i>	<i>66.4</i>	<i>33.6</i>	<i>5.6</i>	<i>1.4</i>
<b>Total (including schools)</b>	<b>31/03/08</b>	<b>74.9</b>	<b>25.1</b>	<b>5.5</b>	<b>2.0</b>
	<i>31/03/07</i>	<i>74.8</i>	<i>25.2</i>	<i>5.1</i>	<i>1.7</i>
	<i>31/03/06</i>	<i>74.6</i>	<i>25.4</i>	<i>4.6</i>	<i>0.8</i>

Notes: Scale point 34 on 31 March 2008 equates to a salary of £28,000 approx.

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

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

- 2.4 The workforce profile is set out in table 1(a), showing a breakdown by grade. This can be compared with the Council's profile as a whole which is set out in table 1(b). The equivalent figures for 31 March 2007 and 2006 are set out in italics in tables 1(a) and (b). Due to the considerable changes to the directorate's structure over the last two years the directorate's figures are not directly comparable between the three years. The figures do show, however, that the directorate has a higher proportion of BME employees than the Council as a whole. The figure for disabled employees is also well above the Council average and there is a slightly more even balance between the sexes in the directorate than in the Council as a whole but women still make up 70% of the directorate workforce.

- 2.5 Table 2 sets out the Directorate's recruitment analysis for 2007/08 compared with the previous two years. The numbers involved are very small so it is difficult to infer any significant trends.

**Table 2. Chief Executive's Directorate – recruitment activity**

Year	No. recruited (%)	Female (%)	Male (%)	BME (%)	Disabled (%)
2007/08	9	55.6	44.4	22.2	0
2006/07	11	63.6	36.4	9.1	0
2005/06	16	81.3	18.7	6.3	6.3

- 2.6 Full data about employment across the Council, including that which meets the requirement for employment monitoring by racial group under race equality legislation, will be presented and analysed in the Annual Review of Equality and Diversity 2008.

### **3. Equality Impact Assessments**

- 3.1 In accordance with the Council's Equality Scheme, a number of equality impact assessments (EIAs) of service/policy areas are being undertaken within the directorate. Actions arising from these are included in the directorate's equality and diversity action plans. A summary of issues raised in the areas looked at is set out below.

**Antisocial behaviour** – improved data systems to record details of antisocial behaviour and hate crime incidents, together with customer satisfaction monitoring, have been introduced. The EIA has identified a number of further issues to be tackled including: underreporting of antisocial behaviour and hate crime by some groups; the lack of recognition of disability as a focus for hate crime; and areas where further improvements to data collection are needed.

**Elections and electoral registration** – considerable work has been undertaken in recent years to make the elections process accessible to all. For example, reviews of polling station locations and access audits have led to improvements in physical access; information and telephone registration is available in community languages; and large print example ballot papers and templates to assist visually impaired voters are in use in polling stations. Areas emerging from the EIA where additional work could take place include looking at how to make postal voting for visually impaired or blind people

easier and further increases in voter registration through focussed advertising or awareness raising in particular areas and communities.

**Recruitment and selection** – improved access to data has been implemented through replacing the stand-alone recruitment monitoring system with the recruitment monitoring phase of the PSE personnel and payroll system. As noted above, analysis of this data is included in the Annual review of equality and diversity. A review of the recruitment and selection policy and procedure is under way. This EIA is quite complex and, due to staff resources being diverted to the pay and grading review, has not progressed as far as originally scheduled and has therefore been carried over into the 2008/09 action plan.

**Dudley Council Plus** – this service has transferred to the Directorate of Finance, ICT and Procurement where the EIA is currently in progress.

#### **4. Achievements against the Directorate's Equality and Diversity Action Plan for 2007/08**

- 4.1 The achievements against each of the targets set out in the Directorate's equality and diversity action plan for 2007/08 are set out in the Appendix.

Chief Executive's Directorate  
May 2008

Chief Executive’s Directorate – Progress Report on the Equality and Diversity Action Plan for 2007/08

Objective	Detailed action/target (and lead officer)	Target Date/ milestones	Planned outcome/performance indicator	Progress/final outcome
Priority 1 Develop clearer targets and outcomes	CE1.1 Implement the new approach to equality impact assessments across the Council using the agreed guidelines for undertaking these assessments (ES1.2) (SM)	March 2008	Guidelines published.	Guidance agreed and in use across directorates
	CE1.2 Undertake full equality impact assessments (EIAs) of the following services/policies during 2007/08: Community Safety – anti-social behaviour (AW) Dudley Council Plus (TH) Elections and electoral registration (AM) Recruitment and selection (ES1.3) (TM)	March 2008	Actions for service improvement identified	Anti-social behaviour – initial assessment completed and range of actions identified Dudley Council Plus – responsibility transferred to Finance Directorate Elections and electoral registration – some initial actions identified; further work needed to complete assessment. Recruitment and selection – carried forward to 2008/09 action plan. See paragraph 3.1 for more details.

	CE1.3 Review the approach to equality impact assessments (ES1.5) (SM)	April 2008	Review completed and improvements identified	Review now to be undertaken in September 2008 to allow full range of EIAs to be completed across the Council and assessed, with good practice being shared across directorates.
	CE1.4 Produce the Annual review of equality and diversity for the lead Select Committee on corporate equality issues and the Cabinet by September each year to report on progress with implementing the Scheme (ES1.6) (SM)	September 2007	Review completed and approved.	Annual review completed and approved by Select Committee and Cabinet.
	CE1.5 Complete the updating of employee personal data and enter it on to the personnel system by July 2007 (ES1.14) (NJ)	July 2007	Improved data about employees.	Completed by July 2007 resulting in substantial increase in number of employees indicating that they have a disability.
	CE1.6 Publish comprehensive employment monitoring data for disability and gender equality to match race equality requirements (ES3.10) (NJ/SM)	September 2007	Easier access to comprehensive personnel data.	Slight delay in roll out of PSE personnel and payroll system but much wider range of data now available through the system – this will be reflected in the annual review of equality and diversity 2008.

	CE1.7 Identify and implement actions to increase the percentage of the Council's workforce who are disabled from the April 2006 baseline (ES3.11) (SW)	March 2008	Actions identified and implemented.	Council reassessed for 'positive about disabled people' symbol and recruitment guide revised to highlight the commitments involved. Work being undertaken with Employment Services' disability advisor. 'Access to work' guide drawn up. Work in this area will continue.
	CE1.8 Review the appropriateness and usefulness of the categories to be used for gathering information on the effect of policies and practices on disabled people in employment and services (ES3.15) (SM)	September 2007	Review undertaken.	Self-identification included in personal data audit so information available from employees. Guidance document was being prepared by former Disability Rights Commission and final version awaited from new Commission.
	CE1.9 Undertake development work through the Equality and Diversity Advisory Group to integrate other equality strands within the Equality Scheme by April 2009 and meet the requirements of the Equality Standard for Local Government in this regard (ES1.9) (SM)	March 2009	Revised Equality Scheme covering other equality strands.	Work under way e.g. in linking with community cohesion work around religion or belief, and will be continued during 2008/09



Priority 2. Improve communications	CE2.1 Develop equality and diversity web pages on Council's internet site by end of April 2007 to promote accessibility of reports and information related to the Council's approach and progress (ES1.8) (JW)	April 2007	Web pages in place. Easier access to wider range of information	Web pages developed, following review of good practice across other authorities, and will continue to be improved.
	CE2.2 Continue to make improvements to signage to the Council's buildings during 2007/08 (ES3.8) (BH)	March 2008	Improved access to buildings	Following involvement of Access in Dudley and Voices For Choice, new internal signage introduced to leisure centres to meet needs of people with wide range of disabilities – standard for future signage developed.
	CE2.3 Review how the Council provides important information about its services to ensure that this reaches people across the range of disabilities (ES3.16) (BH)	September 2007	Review undertaken	Initial meetings held and included in programme of consultation with Access for Disabled People and Carers. Will be incorporated in wider EIA of marketing and communications during 2008/09.
Priority 3. Improve approaches to consultation	CE3.1 Review support to community representatives and others who are engaged in equality policy development and scrutiny processes as part of implementation of the Local Compact code of practice on volunteering (ES1.18) (SM)	March 2008	Improvements to consultation processes	Role of community representatives reviewed as part of wider external review of Council's approach to equality and diversity. Multi-agency Volunteering 2012 group established to promote volunteering and the code of practice.

	CE3.2 Discuss with Access for Disabled People and Carers (ADC) and the employees with disabilities group how they wish to be involved in reviewing the scheme and in carrying out impact assessments (ES3.4) (SM)	July 2007	Programme for ADC agreed. Issues related to disabled people's needs brought forward.	Discussions held and ADC involved in several EIAs during 2007/08 with a number of service improvements brought forward. EIAs will form a large part of the programme of consultation with ADC in 2008/09.
	CE3.3 Establish good practice arising from the audit of consultation with BME communities across the Council undertaken during 2006/07 (GT)	June 2007	Good practice identified and written into consultation toolkit.	New community engagement data base and toolkit launched. Research under way with local African-Caribbean community to fill perceived gap in feedback from that community. Planning grouping in place reviewing feedback from BME community consultation meeting held in November 2007.
Priority 4. Improve equality and diversity competencies	CE4.1 Introduce an e-diversity training package for employees during 2007/08 (ES1.16) (SW)	March 2008	No. of employees undergoing e-diversity training	Delayed due to exploring ICT technical issues for expanding e-learning in the organisation; alternative suppliers and approaches for equality e-learning being reviewed; carried forward to 2008/09 action plan.

	CE4.2 Undertake training on promoting equality through procurement for employees and project teams involved in procurement (ES1.17) (PS)	March 2008	Relevant employees undertaking training	Training sessions for employees involved in procurement held during 2007/08.
	CE4.3 Update the Council's guide to services for disabled people published in response to the Disability Discrimination Act 1995 (ES3.7) (SM)	March 2008	Updated guide issued	Not yet completed and will be incorporated with CE2.3 to provide a comprehensive approach to this issue.
Priority 5. Progress the customer access to services programme including the further development of Dudley Council Plus	CE5.1 Continue the transfer of further services to Dudley Council Plus in accordance with the customer access to services programme and develop a second customer access centre in 2007 (ES1.11) (TH)	Ongoing	Programme achieved	Dudley Council Plus transferred to Directorate of Finance, ICT and Procurement during 2007/08, following review, and these issues are being reassessed as part of the reshaping of the service under its new management.
	CE5.2 Review process of recruitment and encourage applicants from underrepresented groups as part of wider review of recruitment (SW)	March 2008	Workforce profile and recruitment breakdown	
	CE5.3 Further engagement with local groups, including older people, through Dosti and other partners (KC)	March 2008	No. of groups engaged with	

	CE5.4 Further work to be undertaken on managed neighbourhood needs (KC)	March 2008	Managed neighbourhood community access issues identified and addressed	
	CE5.5 Undertake training needs analysis and implement a training plan, in conjunction with relevant access or community groups (KC)	September 2007	Training analysis and plan	
Priority 6. Implement the Council's People Management Strategy	CE6.1 Review and revise the recruitment policy and procedure during 2007/08 (ES1.12) (TM)	March 2008	Revised policy and procedure completed	Due to resources needing to be diverted to the pay and grading in 2007/08 review this action, with the EIA, has been carried over into the 2008/09 action plan.
	CE6.2 Implement the remaining elements of the People Management Strategy 2006-08 relevant to promoting equality by March 2008 (ES1.13): Corporate diversity in employment action plan by mid 2007 Questions for Citizen's Panel by mid 2007 (SW)	October 2007	Satisfaction ratings from citizens panel	Questions included in Citizens' Panel survey in Spring 2007. Responses indicated a positive perception of the Council as an employer. Review/EIA of recruitment policy will generate an action plan to address other issue.

	CE6.3 Complete the employee personal data audit and review its effectiveness with the employees with disabilities group by March 2008 (ES3.12) (NJ)	March 2008	Audit completed. Increase in % of disabled employees	Audit completed and Employees with disabilities group consulted. Leaflet on definition of a disability included with audit in response to concerns from group about lack of knowledge of legal definition. Percentage of disabled employees recorded more than doubled.
	CE6.4 Complete the introduction of the remaining elements of the Council's new personnel system by 2007/08 (ES1.15) (NJ)	December 2007	PSE project plan delivered	Recruitment module now fully implemented.
	CE6.5 Retain the JobCentre Plus's positive about disabled people status for the Council and undertake a further awareness raising campaign during 2007/08 to ensure managers and employees are fully aware of the commitments involved (ES3.13) (TM)	March 2008	Status retained Actions taken	Council successfully reassessed in March 2008. Commitments discussed with Employees with Disabilities Group, highlighted in recruitment guide and Access to Work guide produced in order to raise awareness.
	CE6.6 Design and implement a new Council-wide pay and reward strategy (SW)	December 2007	Strategy completed	Pay and grading review has been continuing throughout 2007/08.

Priority 7. Promotion of equality through partnership working	CE7.1 Contribute to the work of Dudley Community Partnership's Community Cohesion Sub-Group in producing a community cohesion action plan for the Borough. (GT)	June 2007	Partnership community cohesion actions identified	Draft community cohesion action plan approved by Cabinet in December 2007. Community engagement to be carried out in autumn 2008.
	CE7.2 Continue to work with BME communities to encourage more individuals from these communities to participate in local organisations such as community associations and tenants groups (SMc)	March 2008	Increased local participation	Neighbourhood Management transferred to Directorate of Adult, Community and Housing Services with new remit related to the City Strategy.
	CE7.3 Ensure that the needs of disabled employees are supported in efforts to promote volunteering amongst the Council's workforce during 2007/08 and to work with partners to identify opportunities to promote disabled people's involvement in public life (ES3.18) (SW/GT)	March 2008	Actions implemented	Partnership code of practice on volunteering completed. Work now being undertaken with Dudley CVS on promotion of volunteering, with member of staff now in post to work with partners.

Priority 8. Improve reporting and understanding of antisocial behaviour	CE8.1 Analysis of antisocial behaviour/hate/domestic abuse incident reporting by racial group to establish any significant pattern(s) (AW)	Ongoing	Data availability and trends	'Case works' database up and running. Data analysed as part of EIA.
	CE8.2 Monitor, with a view to increasing, customer satisfaction levels from victims and witnesses from vulnerable groups (AW)	Ongoing	Levels of customer satisfaction	Customer feedback will be introduced from 1 June 2008.
	CE8.3 Complete development of hate crime strategy including further actions to address hate crime against disabled people	March 2008	Hate crime strategy completed	Consultation undertaken with disabled people on hate crime and antisocial behaviour in the development of the strategy.
Priority 9. Expand the membership base of the Credit Union	CE9.1 Undertake analysis of membership data (RW)	April 2007	Membership baselines established	Membership data analysed showing spread of customers across racial groups
	CE9.2 Update monitoring categories on the application form (RW)	April 2007	Appropriate data collected	Form will be updated once existing stock has been used
	CE9.3 Include within the marketing strategy how to reach priority groups such as certain racial groups and disabled people who might be underrepresented in the membership of the credit union (RW)	March 2008	Increase in membership	New marketing strategy currently under development.

	CE 9.3 Include equality monitoring questions in any future customer surveys (RW)	March 2008	Satisfaction baselines established	Customer survey not undertaken during the year.
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Notes

References in brackets e.g. (ES1.3) refer to targets in the Council's Equality Scheme

KC – Karen Childs; BH – Barry Hutchinson; TH -Tony Hinkley; NJ – Nicola Johnson; AM – Alison Mason; SM – Simon Manson; SMc – Susan McGavin; TM- Tracey Medlyn; GT - Geoff Thomas; NS – Naveen Sharma; JW – Jason Whyley; AW – Andy Winning; RW – Roland Winzer; SW- Steve Woodall