
Select Committee on Environment – 30 March 2006

Report of the Director of Adult, Community and Housing Services

Directorate of Adult, Community and Housing Services – Annual Equality and Diversity Action Plan 2006/07

Purpose of Report

- 1 To present to the Select Committee on Environment, the Directorate of Adult, Community and Housing Services' Annual Equality and Diversity Action Plan 2006/07 and to seek Member approval for the actions relating to Housing Services contained therein.

Background

- 2 The Adult, Community and Housing Services Directorate, along with other Directorates within the Council, prepares an Annual Equality and Diversity Action Plan which sets out its' objectives for implementing the Council's Equality and Diversity Policy and includes the Directorate's response to meeting corporate equality and diversity objectives as agreed by Select Committee on Economic Regeneration, in its lead scrutiny role on equality and diversity issues. To enhance our wider approach to equality and diversity within the Council, the Corporate Board have also undertaken focussed work on developing our approach to Equality and Diversity across Directorates and this work links to their activity and commitment.
- 3 The plan gives expression to the Council's Equality and Diversity Policy and seeks to progress the further development of fair and equitable services in accordance with national and local standards.
- 4 In accordance with the corporate format for Equality and Diversity Action Plans, this plan contains
 - an explanation of its relationship with other plans
 - the Directorate's equality and diversity vision and values
 - key issues and targets for the plan
 - the action plan summary
- 5 It specifically sets out what the Directorate intends to do in response to:
 - Corporate equality targets, as agreed by the Select Committee on Economic Regeneration
 - Directorate issues and priorities
 - Service delivery issues
 - Employment issues

Finance

- 6 It is expected that the implementation of this action plan will be contained within current directorates' resources.

Law

- 7 The Race Relations (Amendment) Act 2000 replaces 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.
- 8 The Disability Discrimination Act 1995 makes it unlawful to discriminate against disabled people in connection with employment, the provision of goods, facilities and services and the disposal or management of premises. The Disability Discrimination Act 2005 will extend this Act by introducing a new duty on public authorities to promote disability equality.
- 9 The Sex Discrimination Act 1975 renders unlawful certain kinds of sex discrimination. In particular, Section 29 makes it unlawful for the Council, in providing facilities or services (such as those arising pursuant to the statutory functions of the Council), to discriminate against any person seeking to obtain or use those facilities or services on the ground of gender.
- 10 Under Section 111 of the Local Government Act 1972 the Council is empowered to do anything which is calculated to facilitate, or is conducive to, or incidental to the discharge of its functions.

Equality Impact

- 11 This Equality and Diversity Action Plan is solely devoted to the promotion of fair access by different groups to the services offered by the Directorate and in employment opportunities. Realisation of the ambitions contained within the plan should contribute to achieving a reduction in social exclusion.

Recommendation

- 12 That Members consider and comment on the Housing Services parts of the Directorate of Adult, Community and Housing Services' Annual Equality and Diversity Action Plan 2006/07.
- 13 That Members approve the Action Plan.



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List of Background Papers

Directorate of Adult, Community and Housing Services Annual Equality and Diversity
Action Plan 2006/07

Dudley MBC

DIRECTORATE OF ADULT COMMUNITY AND HOUSING SERVICES

ANNUAL EQUALITY AND DIVERSITY ACTION PLAN 2006/2007

1.0 INTRODUCTION

1.1 This Plan sets out the main actions that the new Directorate of Adult, Community and Housing Services (DACHS) intends to undertake to implement the Council's Equality and Diversity Policy and develop fairer and more equitable services during 2006/2007. The plan is informed by and in accordance with national, corporate and Directorate priorities.

1.2 The action plan is structured in 4 parts:

- Corporate Equality Targets
- Directorate Priorities
- Service Delivery issues
- Employment issues

1.3 This Directorate fully supports the Council's Equality and Diversity Policy and this is demonstrated in the aims of the Directorate Strategic Plan and Divisional Business Plans. The Directorate recognises the key role that equality and diversity plays in reducing social exclusion and ensuring fair access to services, where equality of opportunity is a reality for everyone. The work of the Directorate of Adult Community and Housing Services (DACHS) is rooted in the values of inclusivity, social inclusion and empowerment.

The Directorate operates a Diversity Group, chaired by an Assistant Director with representatives from all divisions. This group has responsibility for producing this Action Plan and for overseeing its implementation.

2.0 BACKGROUND

2.1 At its meeting in June 2005, Cabinet resolved, inter alia, to establish a new Directorate of Adult, Community and Housing Services as part of its overall approach to the remodelling of Council Services. This meant an assimilation of Housing and Adult Care Social Services into a new Directorate.

2.2 Further enhancements are now planned including the consolidation within the Strategy and Private Sector Housing Division of hitherto separate responsibilities to develop the equality and diversity agenda, which existed in the former Housing and Social Services Directorates, hence the production of this one action plan to cover the equality and diversity work of the new Directorate.

2.3 As remodelling continues, the Adult Learning and Library and Archive Service division currently within DELL will transfer to DACHS at which point responsibility for the achievement of its equality and diversity action plan will transfer to DACHS.

3.0 RELATIONSHIP WITH OTHER PLANS

3.1 This plan is a Level 3 Plan within the Council's hierarchy of plans. The contents of this plan reflect the:

- Council Plan
- Directorate Strategic Improvement Plan
- Directorate Improvement and Modernisation Plan.

3.2 The longer term policy framework is provided by the Council's equality and diversity policy, progress with which is reported in the Annual Review of equality and diversity.

The approach to promoting race equality is set out in the Council's Race Equality Scheme which is produced as a separate document in response to statutory requirements, with a revised scheme having been produced in May 2005.

A combined Equality Scheme, covering further equality strands, is to be published by 4th December 2006.

3.3 This Action Plan will form part of the overall DACHS strategic plan for 2006/07.

4.0 VISION AND VALUES

4.1 The Directorate is responsible for the assessment and provision of services to a wide range of service users and carers. As at 31st December 2005 it employed 1033 employees within housing and 1938 within Adult Social Care a total of 2971 employees combined across six divisions as below;

- Strategic and Private Sector Housing
- Housing Management
- Building Services
- Mental Health and Learning Disability
- Older People and Adults with Physical Disability
- Business Services

The Directorate's aim is

'to help people to lead fulfilled and independent lives in homes of their choice, in safe and active communities'.

4.2 In pursuit of this aim the Directorate will: -

- Give people a say in how services are delivered
- Value the work and contribution of staff and carers
- Work in partnership with other agencies and community groups
- Treat people fairly

It is expected that equality and diversity activity will be integrated fully into the mainstream business planning of the Directorate. Specific responsibility for

promoting equality and diversity in employment and services within the Directorate rests with senior managers including divisional heads. The resources of the Directorate, across each division are available to support the promotion of equality and diversity in all the Directorate activities. In addition, a principal officer is responsible for the overall co-ordination of equality and diversity work within the directorate.

The work of the Directorate's Diversity Group will be reviewed following the formation of the new Directorate.

4.3 The Directorate's continued ambitions are that:

- Services should be culturally appropriate for the communities it serves
- Services should be culturally competent in terms of design
- Services should be delivered by culturally competent workers
- The make up of its workforce should reflect as closely as possible the make up of the Dudley Borough community. (As at 31st December 2005 6.2% of the adult social care staff and 3.2% of the housing staff were B.M.E. This compares with 6.8% of Dudley Borough residents who were B.M.E. as at 2001 Census)

The Directorate recognises the key role that equality and diversity initiatives play in promoting social inclusion and ensuring fair access to services.

The Directorate is also supporting the further development of appropriate forums for BME adult social care workers within the umbrella of the Corporate BME Employees' Group.

5.0 KEY ISSUES

5.1 The performance management of the Directorate is driven and framed within the national Performance Assessment Framework (PAF). Directorate plans identify activity that supports continued and improving performance against the prescribed performance indicators. Performance against these indicators is reported to Divisional Management Groups and the Directorate Management Team on a quarterly basis for monitoring purposes. Those relevant to the equality and diversity agenda are: -

PAF D54 (BVPI 56) KT: Percentage of items of equipment and adaptations delivered within 7 working days
2004-05 Outturn= 77% 4 Blob

PAF E47: Ethnicity of older people receiving assessment
2004-05 Outturn= 1.25 3 Blob

PAF E48: Ethnicity of older people receiving services following an assessment
2004-05 Outturn= 1.08 3 Blob

PAF C29: Adults with physical disabilities helped to live at home
2004-05 Outturn= 4.2 4 Blob

PAF C30: Adults with learning disabilities helped to live at home
2004-05 Outturn= 3.4 5 Blob

PAF C31: Adults with mental health problems helped to live at home
2004-05 Outturn= 2.4 5 Blob

(Blob refers to a national social care rating system similar to the 'star' rating system).

The current performance management framework within Dudley Housing Services has been developed around the principles of embedding a thriving performance culture and strengthening the role of performance management and managerial accountability.

Audit Commission Best Value inspections and Comprehensive Performance Assessment place a major emphasis on continuous improvement. They believe that customer satisfaction, linked to performance results drives continuous improvement. Key issues and targets for Housing Services relevant to the equality and diversity agenda are: -

- **BVPI 74:** Satisfaction of tenants with overall services provided by the landlord (three year survey last conducted in 2003/04).
 - a) all tenants - 72%
 - b) black and minority - 60%
 - c) non black and minority - 75%

- **BVPI 75:** Satisfaction of tenants with opportunities for participation in management and decision-making (three year survey last conducted in 2003/04).
 - a) all tenants - 60%
 - b) black and minority - 50%
 - c) non black and minority - 62%

- **BVPI 164:** Does the authority follow the Commission for Racial Equality (CRE) Code of Practice for Rented Housing.
Dudley Housing Services continues to comply with the Code and answers 'YES' for this performance measure.

- To progress the corporate employment priorities within Housing Services and achieve 2.5% craft/manual and 6% staff BME representation by March 2006 and 6.8% overall over the next three years – targets to be reviewed annually and refined as a more targeted approach to recruitment is developed.

- Carry out an audit of Housing Services against the Diversity Key Lines of Enquiry and formulate an action plan to address gaps in provision – ongoing review.

- To monitor the reliability of data held within the Housing Management database and ensure new data input is accurate – reviewed each quarter.

- Carry out a review of translation and interpretation services and implement a development plan within agreed timescales by the Customer Communication Working Group – by March 2006.

Housing Services also contribute to a number of Corporate Health equality and diversity indicators, for example, Best Value 2a (Equality Standard for Local Government) and 2b (Duty to Promote Racial Equality) and Best Value 156 (Buildings Accessible to People with a Disability) amongst others. These have not been listed separately by service area for the purposes of this report as they are reported as a Council-wide outturn.

The Directorate Management Team recognises the need to recruit, train and maintain a diverse workforce in order to respond to the needs of diverse communities. The Directorate's Human Resource Strategy identifies measures aimed at attracting, developing and retaining a skilled and committed workforce. The role of the Workforce Planning and Development Board is critical in supporting the progression of agreed priorities including Equality & Diversity priorities.

The Directorate's service areas and priorities for 2006/07 reflect the modernisation agenda for social care and the Directorate's intention that equality and diversity considerations should be at the heart of all our modernisation activity.

6.0 CORPORATE EQUALITY TARGETS

- 6.1 In its lead scrutiny role on equality and diversity issues, Select Committee on Economic Regeneration, at its meeting on 11 January 2006, agreed the equality and diversity objectives for the Council for the forthcoming year to be:

(1) Equality Scheme

The Cabinet has agreed to the production of a combined Equality Scheme to bring together the existing Race Equality Scheme with the legal requirement to have in place a Disability Equality Scheme by 4 December 2006. Pending duties under the Equality Bill which will bring in similar requirements for other equality strands will also be taken into account. The legislation contains a range of requirements in terms of equality impact assessments relating to the impact of policies and services.

- Complete the impact assessments and RES reviews listed in the revised Race Equality Scheme by 31 May 2006
- Assess the implications of the Equality Bill
- Launch equality impact assessment guidance and develop a programme of assessments across all directorates to feed into the Scheme's action plan
- Maintain or increase the score against BVPI 2b) on race equality
- Publish the combined Equality Scheme by 4 December 2006

(2) Equality Standard for Local Government

The Equality and Diversity Officers Advisory Group has undertaken a scoping exercise to assess the requirements of level 3 of the Equality Standard, the national framework for assessing and progressing equality work in local authorities. This has been developed into an action plan with the aim of moving on from level 2 to level 3 of the standard. A target of 31 March 2007 would be a challenging but realistic one.

- Implement the action plan to achieve level 3 of the Standard by March 2007.

(3) People Management Strategy 2006-08

A people management strategy for 2006-08 is being developed to ensure that the Council has the right employees with the right skills and abilities, doing the right things to deliver its vision and priorities over the next three years.

Promoting equality and diversity is a key component of the strategy and the objectives highlight issues from the strategy previously raised by the select committee as priorities.

- Implement the equality and diversity elements of the strategy.
- Produce and implement an age and employment policy and procedure to comply with the new legislation by mid 2006.
- Establish a full framework of flexible working policies by mid 2006.
- Achieve an increase in the number of disabled employees working for the Council.

(4) Disability Access Strategy

The select committee has considered a number of reports on the Council's Disability Access Strategy. The duty to promote disability equality within the Disability Discrimination Act 2005 will come into force on 4 December and the strategy will therefore form an important part of the Council's Equality Scheme. The strategy and the Act cover much more than purely physical access to buildings but the best value performance indicator on access to buildings provides one important measure of progress.

- Implement the actions contained within the Council's Disability Access Strategy.
- Achieve an improvement in the score against BVPI 156 on access to buildings.

6.2 The Directorate's contribution to these corporate objectives and the relevant action required, is set out at Appendix A.

7.0 DIRECTORATE PRIORITIES

7.1 Last autumn, the Housing Services Directorate, as was, produced a Diversity Strategy Statement: 2005-07, to support its equality and diversity policy. It aimed to put diversity issues into context and set clear objectives for the future through the implementation of an associated action plan.

7.2 These seven objectives are:

- To gain a clearer understanding of our customer base.
- To extend the range of diversity monitoring data held for Private Sector housing to ensure equal access to the services offered.
- To provide appropriate and relevant services and to understand the diverse needs of all who use our services.
- To ensure high customer satisfaction rates across services for all groups.
- To seek to ensure that the employee composition of Housing Services reflects the diversity of the communities it seeks to serve and to promote Housing Services as an employer of choice.

- To ensure that all staff receive appropriate and timely training and development opportunities.
- To meet and respond to legislative requirements including the Commission for Racial Equality's (CRE) existing and draft Code of Guidance and the Audit Commission's Key Lines of Enquiry (KLOE's).

7.3 Some of these objectives encompass actions already set out in previous years Action Plans. The remainder are set out here, in this Action Plan.

7.4 Directorate priorities for Adult Social Care are as below

Culturally Sensitive Service Provision

- To provide culturally sensitive services
- To improve the availability of culturally appropriate care at home services for people with the full range of communities represented within the borough

Translation and Interpretation

- To develop the business of the service taking full account of the council's Access to Services initiative

Consultation

- To maintain dialogue with Community Reps. Panel
- To maintain consultation with BME communities
- To consult with users and carers on issues affecting disabled people

8.0 SERVICE DELIVERY ISSUES

Carers

- To increase the number of carers receiving an assessment and carer specific services

Services for People with Dual Sensory Impairments

- Ensure services are available to meet specific needs of this client group

Enhancement of Learning Disability Service

- To improve access of LD services to BME communities.
- To secure greater presence of BME issues on the agenda of Learning Disability Partnership Board in particular addressing unmet need
- To further develop leadership skills in Learning Disabilities and BME issues and services (Leadership Support Programme)
- To prioritise service of Apna Group, Ehsas Carers and Dudley Advocacy's BME project
- To maximise resources for BME Learning Disabled people and Carers

Out of Hours Services

- Improve access to interpretation services
- Development of culturally competent day care. Improve social inclusion, quality standards and recording systems through monitoring and support of provider organisations
- Increase appropriate recording of ethnicity of service users
- Ensure Human Rights adherence
- Increase take up of sheltered housing by BME elders

9.0 EMPLOYMENT ISSUES

Workforce

- To ensure that the training provided supports the objectives of the Equality and Diversity plan. To enhance skill mix and further promote multi-skilling and cultural awareness
- Implement findings from 'Race Equality through Leadership' audit
- Policy in place for reporting of racist incidents between employees

10.0 ACTION PLAN

- 10.1 All of the proposed actions arising for the forthcoming year are summarised at Appendix A.

CORPORATE EQUALITY TARGETS

Objective (and Lead Officer)	Council Plan Priority	Status	Directorate Action/Target	Target Date/Milestones	Planned Outcome/Performance Indicator
<p>(1) Equality Scheme 1.1 Complete the impact assessments and RES reviews listed in the revised Race Equality Scheme by 31.5.06</p> <p><i>Lead Officer – Head of Race Equality and Communications Services and Principal Corporate Services Officer</i></p>	<p>Quality Service Matters</p>	<p>Continued</p>	<p>Implement RES Action Plan for 2006/07 by:</p> <p>Complete all year 4 RES reviews by May 2006 (RS)</p> <p>Complete all year 4 RES reviews by May 2006 – House sales (c/f from year 3 (RM)</p> <ul style="list-style-type: none"> - Recruitment, selection, employment and training (SH and JG) - ASB, nuisances & disputes (SA) - Racial/Harassment (SA) - Policy/procedure manual (AL) - Quality Assurance (AL) - Property Inspections (DH) - Tenants Compact (MT) - Tenants representation on consultative forums (MT) <p>Complete all year 5 Social Care RES reviews by May 2007 (RS)</p> <p>Complete year 5 Housing RES reviews by 2007</p> <ul style="list-style-type: none"> - Performance Management (AL) - Quality Assurance (AL) 	<p>May 2006</p> <p>May 2007</p>	<p>Completion of year 4 reviews. Action Plans to address improvements identified and implemented</p> <p>Progress being made to complete year 5 reviews</p>

Objective (and Lead Officer)	Council Plan Priority	Status	Directorate Action/Target	Target Date/ Milestones	Planned Outcome/Performance Indicator
1.2 Assess the implications of the Equality Bill <i>Lead Officer – Head of Race Equality and Communication Services and Principal Corporate Services Officer</i>		New	Contribute to corporate activity to build requirements for gender, religion or belief and sexual orientation into Equality Scheme (RS and SN)	November 2006	Equality Scheme published by deadline
1.3 Launch Equality Impact Assessment (EIA) guidance and develop a programme of assessments across all Directorates to feed into the schemes action plan <i>Lead Officer – Head of Race Equality and Communication Services and Principal Corporate Services Officer</i>		New	Contribute to corporate activity to finalise EIA programme and finalise EIA guidance for the Directorate (RS and SN)	Launch guidance by April 2006 Finalise programme by October 2006	Guidance launched by deadline and programme agreed
1.4 Maintain or increase the score against BVPI 2b on Race Equality <i>Lead Officer – Head of Race Equality and Communication Services and Principal Corporate Services Officer</i>		New	DACHS will be supporting the corporate target through collection of data (RS and SN)	March 2007	Overall score maintained or improved

Objective (and Lead Officer)	Council Plan Priority	Status	Directorate Action/Target	Target Date/ Milestones	Planned Outcome/Performance Indicator
<p>1.5 Publish the combined Equality Scheme by 4th December 2006 <i>Lead Officer – Head of Race Equality and Communication Services and Principal Corporate Services Officer</i></p>		New	Contribute to corporate activity to establish consultation process with staff, community and other stakeholders (RS and SN)	<p>Consultation plan by April 2006 Publish scheme by 4 December 2006</p>	Consultation plan implemented and scheme published by deadline
<p>(2) Equality Standard for Local Government</p> <p>2.1 Implement the action plan to achieve level 3 of the standard by March 2007 <i>Lead Officer – Head of Race Equality and Communication Services and Principal Corporate Services Officer</i></p>	Quality Service Matters	New	<p>To develop an action plan for DACHS to achieve the Corporate objective of level 3 by March 2007 through a range of measures. (RS AND SN)</p> <p>Compile evidence portfolio to support level 3 attainment (RS AND SN)</p>	March 2007	Achievement of level 3 of standard

Objective (and Lead Officer)	Council Plan Priority	Status	Directorate Action/Target	Target Date/ Milestones	Planned Outcome/Performance Indicator
(3) People Management Strategy 2006-08 3.1 Implement the equality and diversity elements of the strategy <i>Lead Officer – Heads of Human Resources</i>	Quality Service Matters	New	Continue to work with our partners and seek their views on the Council as an employer (AP AND SH). Contribute to and implement Diversity in Employment Action Plan in line with the Equality Standard for Local Government (AP and SH)	March 2007 July 2007	Employment practices are strengthened that promotes the council as a role model employer
3.2 Produce and implement an age and employment policy and procedure to comply with the new legislation by mid 2006 <i>Lead Officer – Heads of Human Resources</i>		New	Contribute to and implement a new Age and Employment Policy and Procedure to comply with new legislation (AP and SH)	June 2006	Practice within the directorate is in line with corporate policy
3.3 Establish a full framework of flexible working policies by mid 2006 <i>Lead Officer – Heads of Human Resources</i>		New	Support the development of corporate flexible working policies and publicise and support their implementation by managers (AP and SH)	July 2006	Improved flexible working. Number of employees taking up each flexible working option.
3.4 Achieve an increase in a number of disabled employees working for the Council <i>Lead Officer – Heads of Human Resources</i>		Continued	Undertake audit of all employees to enable them to declare whether or not they regard themselves as meeting the statutory definition of disability. Undertake audit of all staff personnel information including disability in preparation for PSE (new corporate HR system) (Social Care) (AP)	March 2007 (Social Care)	More accurate workforce baseline information concerning disability established Increase in numbers of employees identifying a disability

Objective (and Lead Officer)	Council Plan Priority	Status	Directorate Action/Target	Target Date/ Milestones	Planned Outcome/Performance Indicator
<p>(4) Disability Access Strategy</p> <p>4.1 Implement the actions contained within the councils disability access strategy</p> <p>4.2 Achievement and improvement in the score again BVPI 156 on access to buildings</p> <p><i>Lead Officers – AD Building Services and Head of Physical Disability Services</i></p>	Quality Service Matters	New	<p>Implement additional identified actions resulting from DDA audit. (AA and DH)</p> <p>Contribution to corporate target to achieve improvement in score against BVPI 156 Access to Buildings (AA and DH)</p>	March 2007	Improved accessibility to DACHS buildings for staff and service users

DIRECTORATE PRIORITIES

Directorate Priority (and Lead Officer)	Council Plan Priority	Status	Detailed Action/Target	Target Date/ Milestones	Planned Outcome/Performance Indicator
<p>To gain a clearer understanding of our customer base 1.1 To collect and maintain diversity data <i>Lead Officers – Area Managers</i></p>	Quality Service Matters		To collect diversity data through tri-annual house inspections (RM,MT,SE,SA,NC)	September 2005-September 2008	
<p>1.2 To Monitor service user diversity data <i>Lead Officers –Principal Policy Manager and Area Managers.</i></p>			To introduce quarterly report monitoring through the Performance Reporting Framework and investigate any adverse impacts identified through monitoring (AL,TD,SE,MT,SA)	December 2006	
<p>To extend the range of diversity monitoring data held for private sector housing to ensure equal access to the services offered 2.1 To collect and maintain diversity data <i>Lead Officers: Principal Policy Manager, Performance Review Officer</i></p>	Quality service Matters		To introduce quarterly report monitoring through the Performance Reporting Framework (TD,AL)	March 2006 onwards	An understanding of whether policies/services have an adverse impact on different communities.

Directorate Priority (and Lead Officer)		Council Plan Priority	Status	Detailed Action/Target	Target Date/ Milestones	Planned Outcome/Performance Indicator
<p>To provide appropriate and relevant services and to understand the diverse needs of all use our services 3.1 To ensure that all area and estate offices meet the requirements of BVPI 156 <i>Lead Officer: Building Managers</i></p>		Quality service matters		To rectify failures identified through PI audit (Building Managers)	March 07	All visitors able to fully access area / estate offices.
<p>3.2 To ensure that all sheltered housing schemes comply with the Disability Discrimination Act <i>Lead Officer: Sheltered Housing Manager</i></p>				To complete year 3 of Sheltered Housing Improvement Plan (LS)	March 07	All visitors/residents able to fully access sheltered schemes.
<p>3.3 To develop Housing Strategy to ensure diversity needs are met <i>Lead Officer: A.D. Strategy and PS Housing</i></p>				Strategy produced and implemented (RMS)	June 2006 onwards	A Housing Strategy that meets the needs of the population of the borough.
Objective (and Lead Officer)	Council Plan Priority	Status	Directorate Action/Target		Target Date/ Milestones	Planned Outcome/Performance Indicator

Directorate Priority (and Lead Officer)	Council Plan Priority	Status	Detailed Action/Target	Target Date/ Milestones	Planned Outcome/Performance Indicator
<p>3.4 To encourage reporting and monitoring so that residents feel confident to report incidents of racial harassment and Directorate is aware of the full extent of racial harassment</p> <p><i>Lead Officer: Area Manager</i></p>	<p>Safety Matters</p>		<ul style="list-style-type: none"> - To clarify whether new reporting/recording procedures outlined in the Directorate's procedures comply with the Home Office Code of Practice. - To develop a corporate database to record incidents in a common format across the authority - To produce ½ yearly report of incidents and report to Management Team - To set performance indicators for dealing with racial harassment effectively (SA) 	<p>March 07</p> <p>March 07</p> <p>Oct 2005 onwards</p>	
<p>To ensure high customer satisfaction rates across services for all groups</p> <p>4.1 To introduce diversity monitoring for all our customer satisfaction/service review surveys</p> <p><i>Lead Officer: Principal Policy Officer</i></p>	<p>Quality Service Matters</p>		<p>All customer satisfaction/service review surveys analysed by diversity and further analysis undertaken if any trends identified (JF)</p>	<p>April 06 – March 07</p>	<p>Similar satisfaction rates across all groups</p>

Directorate Priority (and Lead Officer)	Council Plan Priority	Status	Detailed Action/Target	Target Date/ Milestones	Planned Outcome/Performance Indicator
<p>To seek to ensure that the employee composition of housing services reflects the diversity of the communities it seeks to serve and to promote housing services as an employer of choice</p> <p>5.1 To increase the number of BME employees to reflect the population within Dudley MBC within 3 years. <i>Lead Officers: Heads of Human Resources</i></p>	Quality service matters		To increase the number of BME employees to 6.8% by March 2008.. (SH and AP)	March 2008	Employee composition reflects the community it serves
<p>To ensure high customer satisfaction rates across services for all groups</p> <p>6.1 To undertake diversity monitoring of employees attending in-house and all external training for Housing Staff <i>Lead Officer: Training Manager</i></p>	Quality service matters		To report information on an annual basis to corporate centre. (JG)	December 2005 onwards	All employees have appropriate and timely training and development opportunities.

Directorate Priority (and Lead Officer)	Council Plan Priority	Status	Detailed Action/Target	Target Date/ Milestones	Planned Outcome/Performance Indicator
6.2 To ensure staff have an understanding of equality and diversity issues <i>Lead Officer: Training</i>			Disability Awareness Equality & Diversity Workshop Social issues awareness (JG)	May 06 Monthly all new starters On going	Employees are aware of equality and diversity issues and are able to apply them in the workplace.
Culturally Sensitive Service Provision: To improve the availability of culturally appropriate care at home services for people, with the full range of communities represented within the borough <i>Lead Officer — Head of Service Commissioning</i>	Caring Matters	Continued	Commissioning teams to undertake work re; provision of services to groups traditionally not served well in the community. (MM) Put out to competitive tender and secure the appropriate provision of Halal and vegetarian meals. Promote and evaluate the service. (MM)	March 2007 Possible earlier date for tendering action Oct 2006	Increased availability of care at home providers who can deliver culturally sensitive services Increased value of tender and therefore the number of service users receiving meals
Translation and Interpretation: To develop the business of the service taking full account of the council's Access to Services initiative <i>Lead Officer – Head of Race Equality and Communication Services</i>	Quality Service Matters	Continued	Development plan implemented with agreed timescales (RS)	March 07	Improve access to services by BME users

Directorate Priority (and Lead Officer)	Council Plan Priority	Status	Detailed Action/Target	Target Date/ Milestones	Planned Outcome/Performance Indicator
<p>Partnership Working: To conclude issues regarding a foyer initiative in Dudley <i>Lead Officer – Head of Service, Commissioning and Review and Head of Care Management North 16+ and E.D.T.</i></p>	Quality Service Matters	Continued	<p>1) Report to DMT on feasibility (GT/RP)</p> <p>2) If progression agreed develop and implement the plan (GT/RP)</p>	<p>April 2006</p> <p>March 2007</p>	Improved opportunities for employment, education and training for care leavers
<p>Consultation: To maintain dialogue with Community Reps. Panel <i>Lead Officer – Assistant Director.</i></p>	Quality Service Matters	Continued	Meet with Community Reps Panel 2 times per year (RMS)	<p>April 2006</p> <p>March 2007</p>	Better involvement of BME communities in service development and delivery.
<p>Consultation: To maintain consultation with BME communities <i>Lead Officer – Head of Race Equality and Communication Services</i></p>	Quality Service Matters	Continued	Meet 2 times a year with BME Communities as agreed by DMT 3.1.06 to enable involvement and promotion of services via BME bi-annual Consultation Events (RS)	<p>July 2006</p> <p>Feb 2007</p>	Better involvement of communities from BME for service development
<p>Consultation: To consult with users and carers on issues affecting disabled people <i>Lead Officer – Head of Physical Disability Services</i></p>	Quality Service Matters	Continued	Continue to meet quarterly with Action for Disabled people and Carers (AA)	<p>Four meetings to take place by</p> <p>March 2006</p> <p>June 2006</p> <p>Nov 2006</p> <p>March 2007</p>	Better involvement of disabled users and their carers in service development

SERVICE DELIVERY ISSUES

Objective (and Lead Officer)	Council Plan Priority	Status	Detailed Action/Target	Target Date/ Milestones	Planned Outcome/Performance Indicator
<p>Carers: To increase the number of carers receiving an assessment and carer specific services. <i>Lead Officer – Head of Commissioning</i></p>	Caring Matters	Continued	<p>1) “We Care Too” underpins the current Carers Strategy this will be revised in 2006. (MM)</p> <p>2) To continue to increase the number of carers receiving an assessment and carer specific services, staff training is due to take place (MM)</p>	<p>Oct 2006</p> <p>Monthly training dates planned April 06 – March 07</p>	Increased number of carers receiving an assessment and services by March 2007
<p>Services for People with Dual Sensory Impairments: Ensure services are available to meet specific needs of this client group <i>Lead Officer – Head of Physical Disabilities</i></p>	Caring Matters	Continued	Ensure contracts are in place from regional special provider in order to spot purchase as required (AA)	March 2007	Specialist services being provided for deaf/blind people when required

Objective (and Lead Officer)	Council Plan Priority	Status	Detailed Action/Target	Target Date/ Milestones	Planned Outcome/Performance Indicator
<p>Enhancement of Learning Disability Service: To improve access of LD services to BME communities. <i>Lead Officer – Head of Learning Disability Services</i></p>	Caring Matters	Continued	<p>Recruit and develop the role of the Service's female development worker, and in partnership with a range of agencies to further implement the Valuing People agenda and 'Learning Difficulties and Ethnicity' A Framework for Action (APs)</p> <p>Neighbourhood Learning in Deprived Communities funding to provide a customised training programme for Apna Group (APs)</p> <p>Directorate day services to provide culturally sensitive meals (APs)</p> <p>Publicise and support Carer assessments/ applications for one off carer payments (re. short breaks) (APs)</p> <p>Produce information about services in different languages (APs)</p> <p>Make improvements to day services to make them more accessible to people from BME Communities (APs)</p>	<p>March 2007</p> <p>March 2007</p> <p>December 2006</p> <p>March 2007</p> <p>March 2007</p>	<p>Respond appropriately to the needs of minority users/carers.</p> <p>Support Birmingham University to complete a report on transition processes for young Muslims with learning disabilities.</p> <p>Apna members to receive training about their future plans with a focus on acquiring work skills, and work experience.</p> <p>Service users have access to a choice of meals including Halal food.</p> <p>Increase in no. of Carer assessments/ one off payments to minority family carers</p> <p>More people able to access services</p>

Objective (and Lead Officer)	Council Plan Priority	Status	Detailed Action/Target	Target Date/ Milestone	Planned Outcome/Performance Indicator
<p>Enhancement of Learning Disability Service: To secure greater presence of BME issues on the agenda of Learning Disability Partnership Board in particular addressing unmet need. <i>Lead Officer – Head of Learning Disability Services</i></p>	Caring Matters	Continued	LDPB Ethnicity Sub Group to meet regularly to ensure improvement plans for minority learning disability users and family carers in place (APs)	March 2007	Provide reports and recommendations for Partnership Board
<p>Enhancement of Learning Disability Service: To further develop leadership skills in Learning Disabilities and BME issues and services (Leadership Support Programme) <i>Lead Officer – Head of Learning Disability Services</i></p>	Caring Matters	New	Ehsas Carers to receive 'Family Leadership' training in a community language. (APs)	December 2006	Carers have an increased awareness of services, have understanding of agency processes and express needs to influence service planning.
		New	Participate as a core partner in the JRF independent living programme – 'The Standards We Expect' project (identifying barriers/approaches to person centred support) (APs)	March 2007	All partners are participating in this initiative, meet regularly and good progress is evident.

Objective (and Lead Officer)	Council Plan Priority	Status	Detailed Action/Target	Target Date/ Milestones	Planned Outcome/Performance Indicator
<p>Enhancement of Learning Disability Service: To prioritise service of Apna Group, Ehsas Carers and Dudley Advocacy's BME project <i>Lead Officer – Head of Learning Disability Services</i></p>	Caring Matters	Continued	<p>Continue to support the development of Ehsas Carers (family carers) and Apna Group (service users) and Dudley Advocacy's BME project as required (APs)</p> <p>Self advocacy training and production of video by Apna, Members, and access to leisure (APs)</p>	March 2007	<p>Where appropriate project staff to produce work plans to increase uptake of a range of services and develop new initiatives.</p> <p>Increase the self-advocacy skills of Apna members and ability to promote their needs, and regularly access mainstream leisure activities.</p>
<p>Enhancement of Learning Disability Service: To maximise resources for BME Learning Disabled people and Carers <i>Lead Officer – Head of Learning Disability Services</i></p>	Caring Matters	Continued	Maintain bidding opportunities as they arise (APs)	March 2007	Increased resources to improve service development
<p>Out of Hours Service Improve access to interpretation services <i>Lead Officer – Head of Care Management North 16+ and E.D.T.</i></p>	Quality Service Matters	Continued	<p>1) Agree cross Directorate review of service (RP)</p> <p>2) Undertake review and implement actions (RP)</p>	<p>April 2006</p> <p>October 2006</p>	Fair access to services for all BME users

EMPLOYMENT ISSUES

Objective (and Lead Officer)	Council Plan Priority	Status	Detailed Action/Target	Target Date/ Milestones	Planned Outcome/Performance Indicator
<p>Workforce: To ensure that the training provided supports the objectives of the Equality and Diversity plan. To enhance skill mix and further promote multi-skilling and cultural awareness</p> <p><i>Lead Officer – Head of Human Resources</i></p>	Quality Service Matters	Continued	<p>Roll out e-learning, booklets to specific target groups i.e. Home Care staff (AP)</p> <p>To develop new Cultural Awareness course and roll out dates (AP)</p> <p>Continue to deliver established programme of Equality & Diversity Training (AP)</p>	<p>March 2007</p> <p>March 2007</p> <p>March 2007</p>	<p>All staff have access to appropriate e-learning or printed materials</p> <p>Training plan meets the needs of the whole Directorate</p> <p>Training delivered in line with plan, with all identified staff having attended</p> <p>Workforce that operates in a culturally sensitive manner</p>
<p>Workforce: Implement findings from 'Race Equality' through Leadership' audit</p> <p><i>Lead officer – Head of Human Resources</i></p>	Quality Service Matters	Continued	Agree and implement findings from the audit i.e. training for Managers (AP)	Sept 2006	Improved knowledge, understanding and practice amongst managers which will 'Accelerate progress to achieve equality of access and beneficial outcomes for all people in their communities'.

Objective (and Lead Officer)	Council Plan Priority	Status	Detailed Action/Target	Target Date/ Milestones	Planned Outcome/Performance Indicator
Increase uptake of Sheltered Housing by BME elders <i>Lead officer – Head of Commissioning</i>	Caring Matters	New	In any future commissioning of sheltered housing schemes the needs of BME elders will be considered (MM)	March 2007	Specifications will ensure the needs of the BME Community are specifically addressed
Development of culturally competent day care. Improve social inclusion, quality standards and recording systems through monitoring and support of provider organisations <i>Lead officer – Head of Commissioning</i>	Caring matters	New	Continue to support older people and their carers within the BME communities through groups such as Dudley Caribbean and Friends, Dudley Mosque and community centre, GNSS, Asian Womens centre, Gurdwara Guru Teg Bahadur, Green Lane (Age Concern) Shree Gujarati Hindu Centre, New Testament Church of God, Yemeni Assoc., Black Carers Group, ASRA etc...(MM)	March 2007	S.L.A. in place and reflecting the service outcomes
Increase appropriate recording of ethnicity of service users Lead officer – Assistant Directors	Quality Service Matters	New	Aim is for 100% compliance in recording of service users ethnicity.(RC,VB,BC)	Quarterly operational data sets from April 06 - March 07	Ethnicity of all service users appropriately recorded

Objective (and Lead Officer)	Council Plan Priority	Status	Detailed Action/Target	Target Date/ Milestones	Planned Outcome/Performance Indicator
Ensure Human Rights adherence <i>Lead officer – Assistant Directors</i>	Quality Service Matters	New	All DMT/DMG reports to address Human Rights issues (RS, DC, DH, RC, VB, BC)	From April 06 to March 07	All reports to include Human Rights Implications
Policy in place for reporting of racist incidents between employees <i>Lead officer – Head of Human Resources</i>	Quality Service Matters	New	Support Implementation and adherence to Corporate policy (AP)	March 2007	Policy in place and operational

<p>Key</p> <p>SN - Saroj Norman – Principal Corporate Services Officer RS – Resham Sandhu - Head of Race Equality and Communication Services RM – Rob Murray – Area Manager SH – Sharon Hartill –Personnel/ Payroll Manager (Housing) JG – Julie Grosvenor – Training and Development Manager(Housing) SA – Sue Adams – Area Manager AL – Andrew Leigh –Policy Development Manager DH – David Harris – AD Building Services MT – Margaret Tebbutt – Area Manager AP – Andrew Packer – Head of Human resources APs – Ann Parkes – Head of Learning Disability Service AA – Ann Askew - Head of Physical Disability Services SE – Sian Evans – Area Manager NC – Nigel Columbello – Area Manager TD - Tom Day – Performance Review officer</p>	<p>LS – Lorraine Struebig RMS – Ron Sims – AD Strategy and PS JF – Jo Forbes – Policy Officer MM - Mike Marshall - Head of Commissioning RP – Roy Perrett - Head of Care Management North 16+ and E.D.T. GT – Graham Tilby – Head of Service, Commissioning and Review. RC – Richard Carter – Assistant Director, Learning Disability & Mental Health DC – Diane Channings – Assistant Director, Housing Management Services VB – Val Beint – Assistant Director, Older People & Physical Disability BC – Brendan Clifford – Acting Assistant Director, Business Services</p>
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