

Chief Executive's Directorate

Equality and Diversity Annual Report 2008/09

1. Introduction

1.1 This annual report is produced in accordance with the Council's equality and diversity policy and reports on progress with implementing the Chief Executive's Directorate's equality and diversity action plan for 2008/09. The directorate's action plan for 2009/10 was considered by the Select Committee on Regeneration, Culture and Adult Education on 4th March 2009 and has been approved by the Leader of the Council.

1.2 The annual report covers the period from April 2008 to March 2009 and contains:

- key facts about the directorate, including a workforce profile
- issues from equality impact assessments
- achievements against the directorate's equality and diversity action plan for 2008/09.

2. Key Facts

2.1 Each directorate produces a strategic plan which set out its priorities, objectives and targets for the year and provides the directorate context for 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 During 2008/09 the Directorate contained 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
- Marketing and Communications
- Secretariat, Leader's and Mayor's office

2.3 The Directorate employed 315 staff as at 31st March 2009 (NB this included personnel and training employees based in other directorates), compared with 330 staff at 31 March 2008. Since last year, Neighbourhood Management employees have transferred to the Directorate of Adult, Community and Housing Services. Further changes to the directorate's profile occurred on 1st April 2009 with the transfer of all human resources staff to the Law, Property and Human Resources Directorate and the revised structure will be reflected in the figures presented in the 2009/10 annual report.

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 2008 and 31 March 2007 are set out in italics in tables 1(a) and (b). With the changes to the directorate's structure during the period covered, the directorate's figures are not directly

Table 1(a). Chief Executive's Directorate workforce profile 31 March 2009 (compared with previous two years)

Chief Executive's		Female (%)	Male (%)	BME (%)	Disabled (%)
Scale point 34+ and above (higher grades)	31/03/09	68.7	31.3	6.1	9.1
	<i>31/03/08</i>	<i>67.3</i>	<i>32.7</i>	<i>7.1</i>	<i>8.0</i>
	<i>31/03/07</i>	<i>66.4</i>	<i>33.6</i>	<i>6.4</i>	<i>9.1</i>
Below scale point 34 (lower grades)	31/03/09	78.2	21.8	6.9	2.8
	<i>31/03/08</i>	<i>71.9</i>	<i>28.1</i>	<i>6.0</i>	<i>3.7</i>
	<i>31/03/07</i>	<i>76.5</i>	<i>23.5</i>	<i>7.9</i>	<i>4.1</i>
Total	31/03/09	75.2	24.8	6.7	5.1
	<i>31/03/08</i>	<i>70.3</i>	<i>29.7</i>	<i>6.4</i>	<i>5.5</i>
	<i>31/03/07</i>	<i>73.9</i>	<i>26.1</i>	<i>7.5</i>	<i>5.4</i>

Table 1(b). Dudley MBC workforce profile 31 March 2009 (compared with previous two years)

Dudley MBC		Female (%)	Male (%)	BME*	Disabled (%)
Scale point 34 and above (higher grades) (excluding schools)#	31/03/09	51.1	48.9	9.2	4.5
	31/03/08	50.3	49.7	9.1	4.6
	31/03/07	49.6	50.4	8.9	4.3
Below scale point 34 (lower grades) (excluding schools)#	31/03/09	69.3	30.7	6.3	2.6
	31/03/08	69.5	30.5	6.2	2.6
	31/03/07	69.7	30.3	5.9	2.2
Total (excluding schools)	31/03/09	66.5	33.5	6.8	2.9
	31/03/08	66.6	33.4	6.6	2.9
	31/03/07	66.9	33.1	6.4	2.5
Total (including schools)	31/03/09	75.0	25.0	5.6	1.8
	31/03/08	74.9	25.1	5.5	2.0
	31/03/07	74.8	25.2	5.1	1.7

Notes: *Scale point 34 on 31 March 2009 equates to a salary of £28,500 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

comparable between the three years. However, the directorate as at 31 March 2009 employed a higher proportion of disabled employees than was the case across the Council. Differences in terms of BME employees and the gender split were less significant.

- 2.5 Table 2 sets out the Directorate's recruitment analysis for 2008/09 compared with the previous two years. The numbers recruited during the year are considerably above those of previous years but reflect the introduction of Temp Solutions, the in-house staffing agency, which provides temporary administration and clerical support across the Council. Recruitment to Temp Solutions will be included in the Directorate of Law, Property and Human Resources's figures in future years.

Table 2. Chief Executive's Directorate – recruitment activity

Year	No. recruited	Female (%)	Male (%)	BME (%)	Disabled (%)
2008/09	57	77.2	22.8	12.3	3.5
2007/08	9	55.6	44.4	22.2	0
2006/07	11	63.6	36.4	9.1	0

- 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 2009.

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 during the year is set out below.
- 3.2 **Training and development** – the EIA is being incorporated into a wider review of learning and development across the Council, which is taking place with the establishment of the new HR and Citizenship Division in the Law, Property and HR Directorate. Specifically on equality training, equality competencies for employees developed through the equality and diversity officers group are being used to help in the review, for which a review group has been established. Options for introducing e-learning on equality are being evaluated to extend the coverage of training in this area.
- 3.3 **Marketing and communications** - assessing the impact on different communities and groups of marketing and communications activities is not always straightforward. However, a number of actions have been identified arising, for example, from consultation with Action for Disabled People and Carers. Improvements will be made to the marketing and communications toolkit, supporting staff working in this area, as a result of the EIA.
- 3.4 **Local Area Agreement** – Prof. Richard Tomlins, a leading academic involved in developing good practice with equality impact assessments, was engaged through Dudley Community Partnership to train and support staff from across agencies in assessing the delivery plans for each priority in the new

generation local area agreement to ensure that they will be addressing inequalities between communities and groups in the borough.

4. Achievements against the Directorate's Equality and Diversity Action Plan for 2008/09

- 4.1 The achievements against each of the targets set out in the Directorate's equality and diversity action plan for 2008/09 are set out at the Appendix.

Chief Executive's Directorate
May 2009

Chief Executive's Directorate – Equality and Diversity Action Plan for 2008/09

Appendix

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. Undertake further equality impact assessments (EIAs) in the directorate and improve the approach to EIAs across the Council	(1) Undertake EIAs of the following during 2008/09 (ES1.3): training and development (PC/ST); marketing and communications (JS); the new Local Area Agreement (GT/DCP).	Complete by March 2009	EIAs completed within the timescales Improvement actions identified and scheduled	Training and development – under way as part of wider review (included in Law, Property & HR action plan for completion) Marketing and communications – completed Local Area Agreement – delivery plans are undergoing assessments (see covering report for more details)
	(2) Review the approach to equality impact assessments in light of 2007/08 experience across the Council (ES1.5) (SM/EDAG)	September 2008	More effective, user friendly EIA process implemented for future EIAs	Improved performance management of progress introduced. 'Frequently asked questions' guide produced. Intranet site being redeveloped to help provide more information and support for EIAs. Training provision being reviewed.
CE2. Improve equality and diversity policy development and performance management	(1) Produce the Annual review of equality and diversity for the lead Select Committee on corporate equality issues	September 2008	Legal requirements met Clearer presentation of key performance	Annual review completed with clearer context and identification of priorities, approved by select committee and Cabinet and published on the website.

	and the Cabinet by September each year to report on progress with implementing the Scheme (ES1.6) (SM)		information to improve equality performance management	
	(2) 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/EDAG)	April 2009	Improved identification and coordination of action for all equality strands	Supplement to 2007-10 Equality Scheme produced which covers other equality strands. Full review of Equality Scheme will take place in 2009/10.
	(3) Take part in the WMLGA regional peer review of local authorities' progress in implementing the Equality Standard for Local Government (ES1.10) (SM)	During 2008/09	Achievement of level 3 of the Standard	Standard now replaced by new Equality framework, available from April 2009, towards which the council will be working. Dates for limited peer review opportunities were not suitable.

	(4) Work with directorates to identify appropriate differentiated targets covering different communities or groups for actions in strategic plans (JWe)	April 2008	Improved service targeting and outcomes for different communities	Discussed at strategic planning group for inclusion in 2009/10 plans. EIAs identified in strategic plans which will generate targets for different communities or groups.
Priority 2. Improve mechanisms for consultation and involvement				
CE3. Promote engagement with a range of communities in the Borough	(1) Work with ABC Production to complete and analyse research in the local African-Caribbean community (AW)	June 2008	Information about needs of community leading to service improvements	Range of support provided to the organisation, although it was unable to complete enough questionnaires to make the research results statistically valid.
	(2) Contribute to Council-wide BME consultation event in 2008 and feed in good practice from BME consultation audit carried out in 2007/08 (ES2.4/2.6) (SM/JW)	2008/09	Successful event held in 2008/09; feedback leading to service improvements Good practice built into consultation toolkit leading to improved future consultations	Directorate represented on planning group, assisted with arrangements and ran a workshop, which raised some useful comments. Improved 'community engagement' toolkit and database now replaced previous 'consultation' ones. Good practice case study included.
	(3) Develop new annual programme of involvement	June 2008	Programme agreed	Outline programme agreed. ADC contributed a range of comments and

	of Action for Disabled people and Carers (ADC) in EIAs (SM)		Feedback from ADC leading to service improvements	ideas to marketing and communications EIA, involved in transforming social care and a number of other projects and activities during the year
CE4. Extend consultation mechanisms across other equality strands	(1) Build relationship/programme of involvement with Dudley Women's Forum (SM)	September 2008	Agreement for involvement in place Feedback from forum leading to service improvements	Forum not currently active so have been unable to pursue further engagement.
	(2) Develop consultation mechanisms on LGBT issues to feed into Equality Scheme and response to hate crime (SM/NS)	March 2009	Mechanisms identified. Issues raised informing development of scheme and response to hate crime.	LGB community representatives now on some key bodies such as Domestic Abuse Forum and Adult Social Care working group looking at CSCI guidance in this area. Officer with responsibility to look at hate crime appointed.
Priority 3. Improve communications				
CE5. Celebrate diversity of borough and workforce	Develop an approach to celebrating or commemorating a range of religious/cultural events (JW)	September 2008	Wider range of events celebrated	Report on approach agreed by Corporate Board in October. 2009 diversity calendar published on website highlighting important dates.
Priority 4. Improve equality and diversity competencies of employees				

CE6. Provide further training and information to managers aiming at removing barriers to the employment of disabled people (ES3.11)	(1) Include a new training course on disability equality in employment in the training programme (PC/ST)	From September 2008	Improved understanding by managers of disability in employment issues Reduction in barriers to employing disabled people	New course developed and included in brochure – run from October 2008.
	(2) Circulate Access to Work leaflets at training courses and other events to remind managers of the support available (PC/ST)	From April 2008		Leaflet made available on intranet, publicised through Management Forum, Employees with Disabilities Group and 'message of the day'.
CE7. Implement new approaches to training to reach more employees	Implement E-diversity training for employees (ES1.16) (SW)	During 2008/09 (revised target)	Increase in employees receiving training	E-training software has been piloted in Finance, and the various options for delivering e-learning on equality are currently being evaluated.
Priority 5. Implement the People Management Strategy				
CE8. Implement equality related elements of strategy	Complete review and EIA of recruitment policy (TM)	September 2008 (revised target)	Improved approach to recruitment	Policy has been drafted – has been carried forward into the Law, Property and HR action plan for 2009/10.
Priority 6. Promote community cohesion				
CE9. Complete community cohesion strategy	(1) Undertake community engagement on draft community cohesion strategy (GT)	September 2008	Community feedback informing strategy and resulting actions	Workshop held at BME community consultation event. Focus during year has needed to be on developing tension monitoring arrangements (see CE 10) and

	(2) Agree Dudley Community Partnership action plan (GT)	December 2008	Plan completed for implementation by DCP	progressing Preventing Violent Extremism programme so this has diverted resources away from other community cohesion work. Community cohesion manager now in post and work can be progressed further in 2009/10.
	(3) Complete community cohesion baseline and action plan as part of first year of new Local Area Agreement (GT)	December 2008	Baseline information established Action plan for implementation in place	NI1 '% of people who believe people from different backgrounds get on well together in their local area' included as a priority in the LAA. Delivery plan being developed for this priority.
CE10. Implement arrangements for tension monitoring	(1) Establish tension monitoring executive group and implement monitoring framework (DH)	April 2008	Initial audit completed Effective monitoring arrangements implemented	Community Cohesion and Tension Monitoring executive group in place; monitoring framework continuing to be developed to improve effectiveness.
	(2) Evaluate effectiveness of monitoring framework (DH)	November 2008		
Priority 7. Other service issues				
CE11. Increase participation in electoral registration and elections	Undertake targeted advertising in areas/communities with lower levels of registration (AM)	By October 2008	Increase in registration for 2008 electoral register	EIA completed and further work being undertaken e.g. utilizing 'Origins' software to identify relevant communities. Further actions included in 2009/10 action plan to take this forward e.g. with younger people.

Glossary

BME – black and minority ethnic

CSCI - Commission for Social Care Inspection (now replaced by the Care Quality Commission)

DCP – Dudley Community Partnership

EDAG – Equality and Diversity Advisory Group (officers working group)

EIA – equality impact assessment

ES – Equality Scheme (refs. to actions in the Council's 2007-10 Scheme)

LAA – Local area agreement

LGBT – Lesbian, Gay, Bisexual and Transgender

NI – National indicator (from Government's National Indicator Set which replaced Best Value performance indicators in 2008/09)

WMLGA – West Midlands Local Government Association

Lead officers:

AM – Alison Mason; AW – Andy Wright; DH - Dawn Hewitt; GT - Geoff Thomas; JS – Jayne Surman, now Jan Jennings); JWe – Jennie Webb; JW – Jason Whyley; NS – Naveen Sharma; PC - Phil Cutler; SM – Simon Manson; ST – Sarah Treneer; SW - Steve Woodall; TM - Tracey Medlyn;