



**DIRECTORATE
OF
LAW, PROPERTY
&
HUMAN RESOURCES**

**EQUALITY & DIVERSITY
ANNUAL REPORT
2009/2010**

May 2010

**DUDLEY METROPOLITAN BOROUGH COUNCIL
DIRECTORATE OF LAW, PROPERTY & HUMAN RESOURCES**

Introduction

1. All directorates of the Council 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 the implementation of their action plan. This is prepared after the end of March so that it can report on a full twelve months progress on action plan targets. The Directorate of Law, Property & Human Resources' equality and diversity draft action plan for 2010/11 was considered by the Select Committee on Community Safety & Community Services on 18th March 2010.
2. This Annual Report sets out the Directorate of Law, Property & Human Resources activities through 2009/10 in support of the Council's Equality & Diversity Policy. It covers both employment and service delivery issues and summarises progress against Corporate & Directorate equality & diversity objectives.

Key Facts

3. The Directorate of Law, Property & Human Resources produces an annual Strategic Plan which sets out its priorities, objectives and targets for the year and encompasses its equality and diversity action plan. The mission statement for the Directorate is:
"To support delivery of the Community Plan and Council Plan by providing effective, efficient and innovative services, which meet the agreed current and future, needs of our customers."

Structure

4. The Directorate was newly formed on April 1st 2009, as part of the Council's remodelling.

We currently have 3 divisions:-

- Corporate Property
- HR & Citizenship
- Legal & Democratic Services

CORPORATE PROPERTY (CP)

- Commercial Portfolio (Dudley Open Market & Crown Shopping Centre)
- Property Management & Valuations
- Strategic Asset Management
- Architects
- Building Surveyors
- Business & Support Services
- Planning Supervision
- Security
- Quantity Surveyors
- Engineering (Structural, Electrical & Mechanical)
- Corporate Health & Safety

HR & CITIZENSHIP (HRC)

- Coroner
- Divisional Support Services
- Registration & Citizenship
- Human Resources – Supporting DACHS, Children’s Services, DUE, Chief Executives, Law, Property & Human Resources, Finance, ICT and Procurement,
- Occupational Health Nurses
- Learning & Organisational Development
- Training, Development & Workforce Planning– Supporting DACHS and Social Care

LEGAL & DEMOCRATIC SERVICES (LDS)

- Administrative Support
- Community Safety & Child Protection
- Conveyancing
- Debt Recovery
- Democratic Services
- Corporate & Litigation Legal Services
- Licensing
- Local Land Charges

The Directorate will undergo further changes later this year when the Directorate of Corporate Resources is formed, largely through the amalgamation of our Directorate and

the Directorate of Finance, ICT and Procurement. The creation of the new Directorate may see new services joining ones we currently provide and some of our functions transferring to other Directorates. It is anticipated that proposals on the outline structure in terms of AD's for the Directorate and the functions they will be responsible for will be reported to Cabinet in the autumn.

A review of the actions plans completed for 2010/2011 for our Directorate and the Directorate of Finance, ICT and Procurement will be carried out once the outline structure is known, with a view to presenting one progress report for the Directorate of Corporate Resources to Select Committee in June 2011.

As a Directorate it is important to us that our services improve and that this is confirmed by regular accreditation from independent external assessors e.g.: Investors in People UK, the Cabinet Office (Customer Service Excellence), LEXCEL and ISO 9001:2008. We expect such external reviews in conjunction with benchmarking exercises, to confirm that we have low cost and high performing services.

What we have achieved:-

- Maintained 2 Star scores for HR & Property Traded services to schools.
- Retained LEXCEL accreditation with no compliance identified.
- Achieved accreditation under the new ISO 9001:2008 standard for a range of services within Corporate Property
- Completed reviews of Recruitment and Learning & Development and have begun to implement recommendations
- Introduced corporate framework for workforce planning
- 400 drivers have been through NVQ and VRQ passenger vehicle training and awaiting formal accreditation
- Developed and published HR Strategy.
- Undergone Use of Resources Assessment for HR

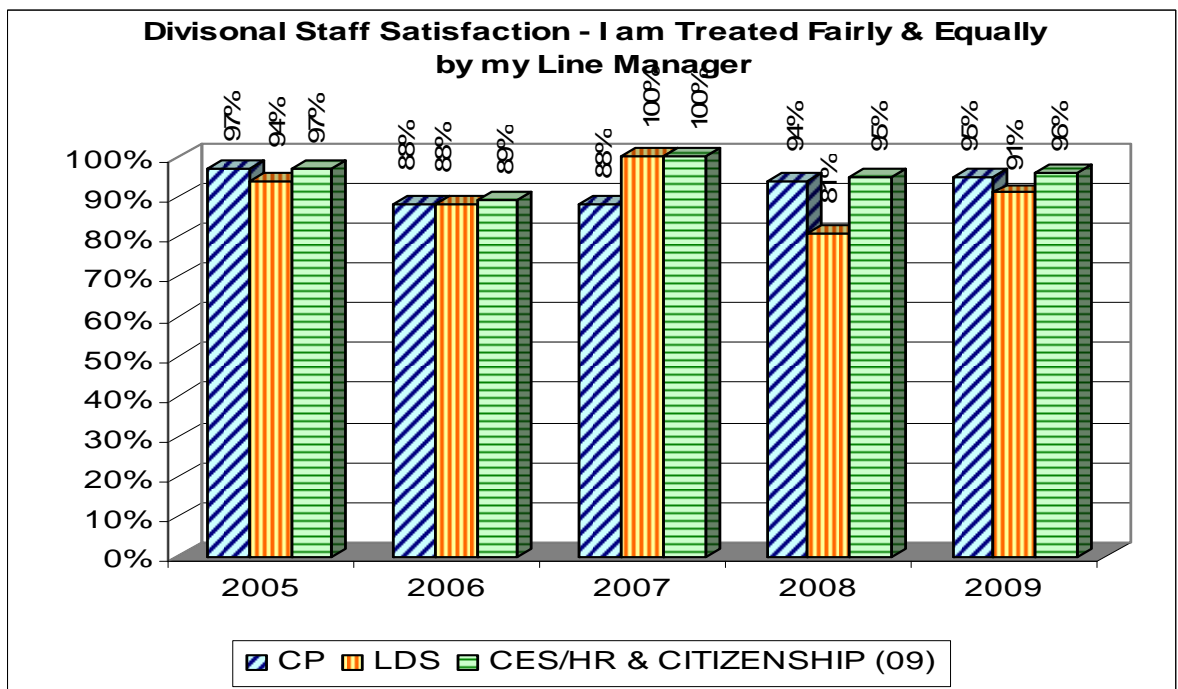
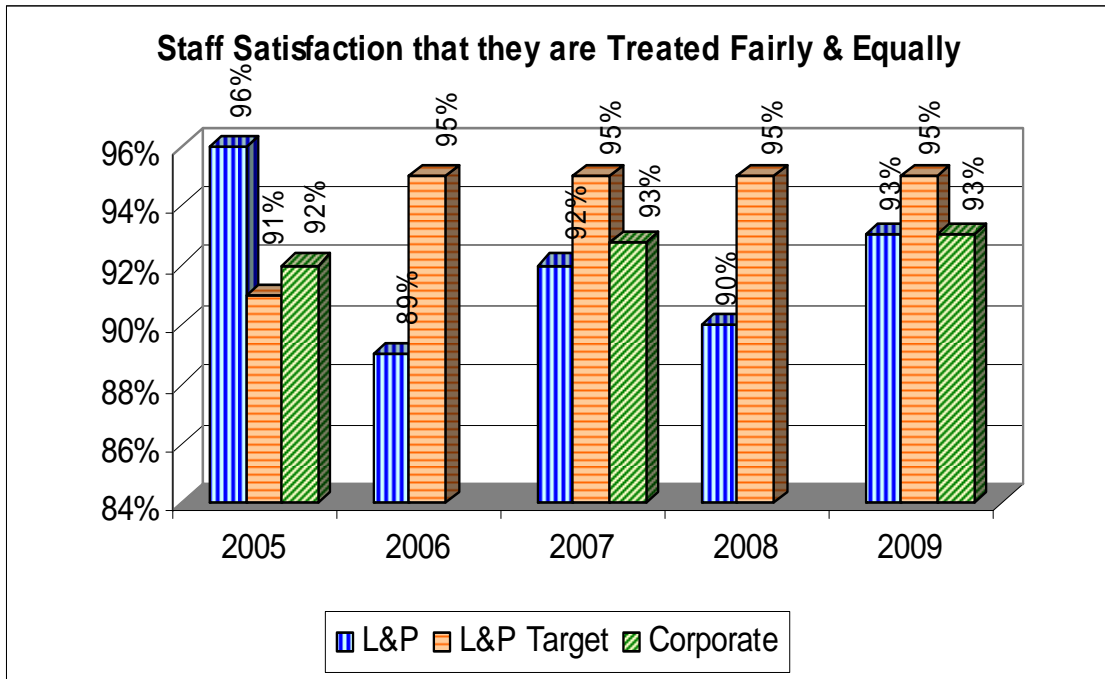
Employment

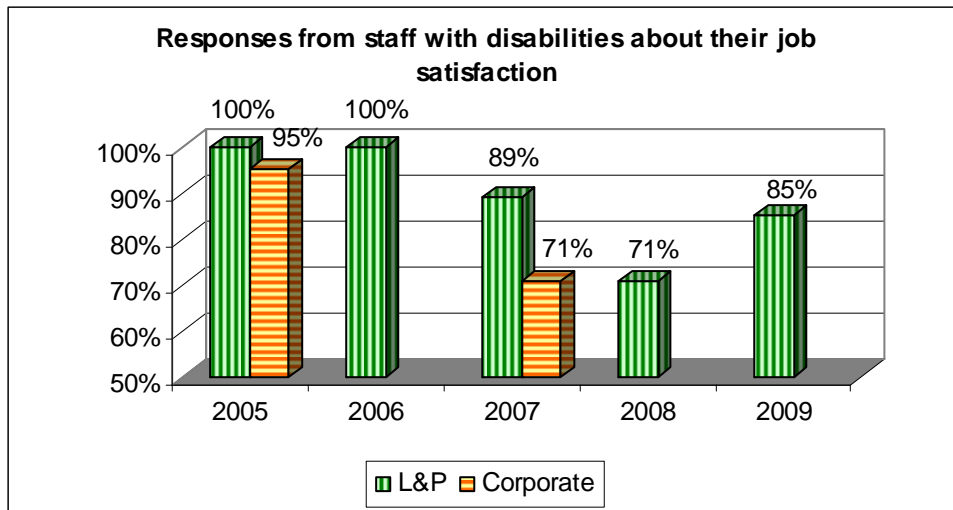
5. The Council's Equality and Diversity policy states that no job applicant or employee receives less favourable treatment on any grounds, which cannot be shown to be justified. This applies to recruitment and selection, training, promotion, transfers, pay and employee benefits, employee grievances and discipline procedures and all the terms and conditions of employment. Actions we take in the Directorate to contribute to this aim include:

- The workforce is monitored quarterly by grade, gender, race, ethnic origin and age and the results reported to the Directorate's Management Team.
- Flexible working arrangements are in operation e.g. part time, job share, home working and flexible hours.
- Contact is maintained with staff on long-term leave e.g. illness, maternity.
- Requests by disabled staff for support at work are dealt with on an individual basis and appropriate reasonable adjustments made.
- Staffs that leave the organisation are surveyed with regard to their reasons for leaving and the results reported to DMT quarterly.
- Leavers are offered the opportunity to discuss any aspect of their employment and in 09/10 no one took this up.
- Questions are asked on the leavers monitoring form about discrimination/harassment & access/mobility problems. No adverse comments were made relating to these aspects of employment.
- Staff satisfaction surveys are undertaken annually and staff views and requests acted upon. (See graphs that follow)
- Quarterly reporting of workforce information for the Council to all Directors, Assistant Directors, Cabinet Member for HR and opposition spokesperson for HR.

STAFF SATISFACTION RESULTS

Directorate staff satisfaction surveys are undertaken annually and staff views and requests acted upon. (See graphs below)





6. The analysis of leavers in 2009/10 compared with the Directorate profile at the end of March 2010 is shown in the table below. **The figures in brackets are the 2008/09 figures as a comparison.**

	No. of Leavers	% of Leavers	L&P Workforce profile (%)
Total	38	100	Mar 10
Black African	1 (1)	2.63 (8)	0(0)
Indian	1 (1)	2.63 (8)	3 (3)
White British	34 (10)	89.47(84)	89 (89)
Any Other Mixed Background	1 (0)	2.63 (0)	0 (0)
Any Other White Background	1 (0)	2.63 (0)	1(0)
Male	14(6)	37 (50)	34.8(45)
Female	24 (6)	63 (50)	65.2 (55)
Disabled	1 (0)	2.63 (0)	3.84 (4)
Not Disabled	37(12)	97.37 (100)	96.16 (96)

Reasons given for leaving were – voluntary resignation and retirement.

7. Full data about employment across the Council, including that which meets the requirement for employment monitoring by racial group under race relations legislation, will be published in the Corporate Annual Review of Equality & Diversity 2010 which will be prepared for the Select Committee on Regeneration, Culture and Adult Education and the Cabinet in September 2010.
8. **Recruitment and Selection**

- Job advertisements include positive action statements to encourage disadvantaged groups to apply.
- We aim to have mixed sex interview panels and anyone involved in recruitment is trained in recruitment and selection skills in accordance with Council policy.
- Staff recruitment is monitored to gauge the range of applicants (by gender, ethnic origin, disability, age and grade) and their success in reaching the different stages of the recruitment process.

The interview process within the Directorate is monitored by surveys after interviews to control the quality of the process. All comments that have been received have been positive.

At the end of March 2010, the directorate had recruited 5 employees in 2009/10 of which 100% were female, 0% were disabled and 20% were from a BME Background. The summary analysis of appointments within Law, Property & Human Resources compared to that for the Council is set out in the table below:

	Directorate L&P				Council	
	No. Applicants	%	No. Recruited	%	% Applicants	% Recruited
Female	73 (91)	75(62)	5 (4)	100 (50)	39 (48)	59 (68)
Ethnic Minority	34 (16)	35(12)	1 (1)	20 (13)	18 (13)	14(8)
Disabled	11 (2)	11 (1)	0(1)	0 (12)	31 (3)	45 (4)

(The figures in brackets are for March 2009 to enable comparison)

9. Workforce Information

Full data about employment across the Council, including that which meets the requirement for employment monitoring by racial group under race relations legislation, will be published in the Council's Annual Review of Equality & Diversity 2010.

As at 31st March 2010, the Directorate of Law, Property & Human Resources employed 417 staff across 3 divisions.

There has been an increase in the number of staff in the HR & Citizenship Division following the transfer of the human resources and learning and development functions to the Directorate in April 2009. This division also includes the 'Temp Solutions' in-house staffing agency, which provides temporary administration and clerical support across the Council.

The Directorate's workforce profile at the end of March 2010 compared with that for the Council is set out in the table and graphs below:

Table 1 (a)
Directorate workforce profile 31 March 2010

Number of Employees	Directorate L&P	
	417 (220)	%
Male	145 (101)	34.8(46)
Female	272 (119)	65.2(54)
Ethnic Minority	38 (20)	9.1 (10)
Disabled	16 (8)	3.8 (4)

Table 1(b).

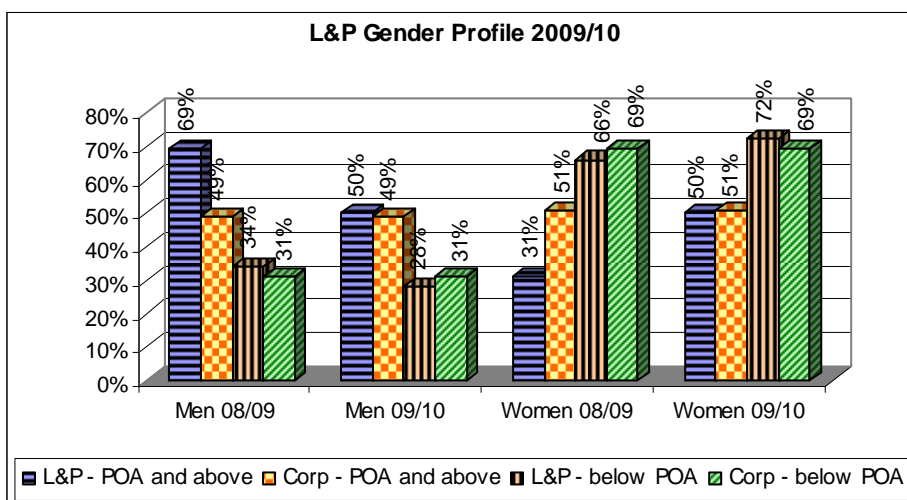
Dudley MBC workforce profile 31 March 2010 (compared with previous two years)

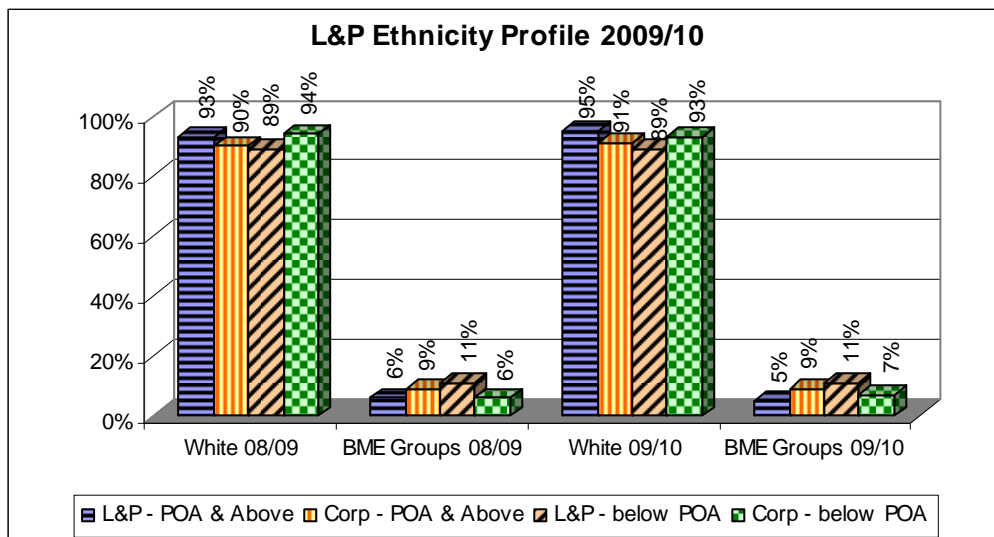
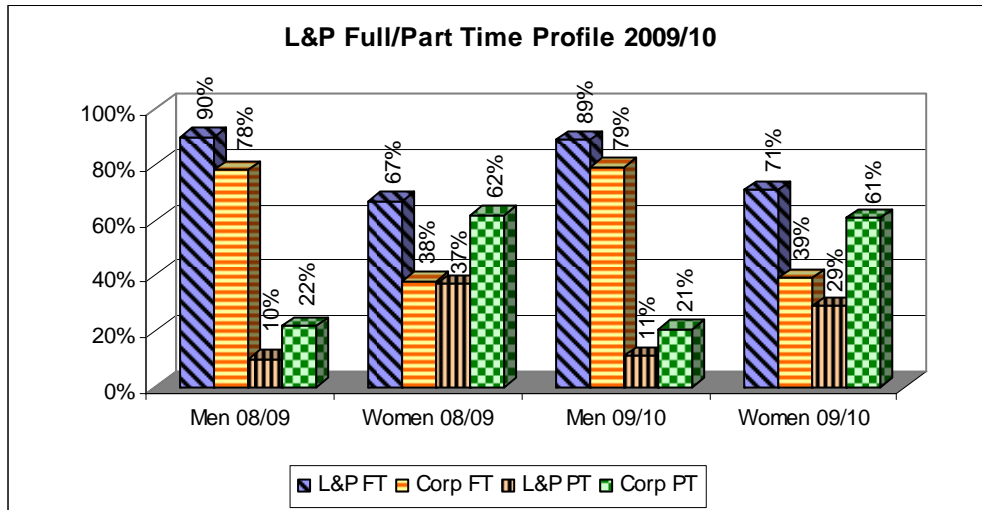
Dudley MBC		Female (%)	Male (%)	BME* (%)	Disabled (%)
Scale point 34 and above (higher grades) (excluding schools)#	31/03/10	51.3	48.7	8.8	4.5
	31/03/09	51.1	48.9	9.2	4.5
	31/03/08	50.3	49.7	9.1	4.6
Below scale point 34 (lower grades) (excluding schools)#	31/03/10	69.2	30.8	7.1	2.6
	31/03/09	69.3	30.7	6.3	2.6
	31/03/08	69.5	30.5	6.2	2.6
Total (excluding schools)	31/03/10	66.4	33.6	7.3	2.9
	31/03/09	66.5	33.5	6.8	2.9
	31/03/08	66.6	33.4	6.6	2.9
Total (including schools)	31/03/10	75.2	24.8	6.0	1.7
	31/03/09	75.0	25.0	5.6	1.8
	31/03/08	74.9	25.1	5.5	2.0

Notes: Scale point 34 on 31 March 2010 equates to a salary of £28,600 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





10. Complaints of Discrimination or Harassment

There have been no complaints of discrimination or harassment within the Directorate, from either employees or interviewees for vacant posts.

11. Training and Development

- All staff are expected to receive an annual Performance Review and Development interview called a Two Way Assessment where they discuss with their line manager their work performance, training and development needs and agree an action plan for the next 12 months. There is also a mid year review. Staff are trained and developed in appropriate skills to help them do their jobs.

- Staff receive training in equality issues, e.g. disability and racism awareness, as appropriate to their role.
- Training and development activity is monitored by gender, ethnic origin and disability, but plans are in place to enhance the quantity and quality of information captured as part of the corporate implementation of the training module within PSE during 2010/11.

12. Service Delivery

The Council's Equality and Diversity Policy states that services to all sections of the community will be appropriate, accessible and effective and will avoid discrimination and prejudice. Direct services to the public are mainly provided by Licensing and Registrars where we get excellent customer results to surveys.

13. Equality Impact and Needs Assessment

- Reviews of services and policies and impact assessments or proposed policies are undertaken as required, in accordance with guidance published by the Council.
- In 2009/10 Equality Impact Assessments have been completed for the Learning and Development function and amendments made to HR policies during the review of Recruitment for the Council.

14. Communication and Information

- Information for service users can be provided on request in a variety of formats, including community languages, large print, Braille and cassette tape.
- A few staff can provide basic interpreting in a number of community languages and British Sign Language; for more complex issues and written translations, use is made of the Council's Access Project.

15. Customer Consultation and Service Monitoring

- Consultation is carried out through a variety of Customer Focus/Liaison Groups (which represent service users from different areas of the community) feedback forms and surveys.
- Results of consultations are monitored to ensure that all sections of the community are receiving fair access and outcomes from the public services we provide.
- Complaints are dealt with in accordance with the Council's Customer Feedback Procedure.

- Consultations with the public/customers are used to shape policy, which affects our customers eg: for Licensing and market trader allocations.

16. **Staff Consultation**

On 17th September 2009 a report was presented to the Good Health and Adult Social Care Select Committee on various options and facilities available to staff that contribute to encouraging a healthy workforce.

This coincided with several messages of the day and articles in Dudley Matters about facilities and options available for staff.

The corporate and directorate results in the employee survey to questions about awareness, job satisfaction and work life balance were:

	Corporate	Directorate	CP	HR &C	L&D
I am aware that Dudley Council has a range of policies to support flexible working	88.3%	92.6%	58.7%	68.6%	57.1%
My job gives me satisfaction	82.6%	82.2%	82.0%	81.3%	89.3%
I have a reasonable work-life balance	85.8%	85.7%	88.0%	83.7%	89.3%

The Select Committee followed up the report of 17th September 2009 to them with a cross directorate staff focus group on the 18th March 2010 when the Chair and Vice Chair explored staff views on awareness, accessibility and effectiveness of the various facilities and options available to staff that contribute to encouraging a healthy workforce.

External Customer Satisfaction

16. **Legal & Democratic Services**

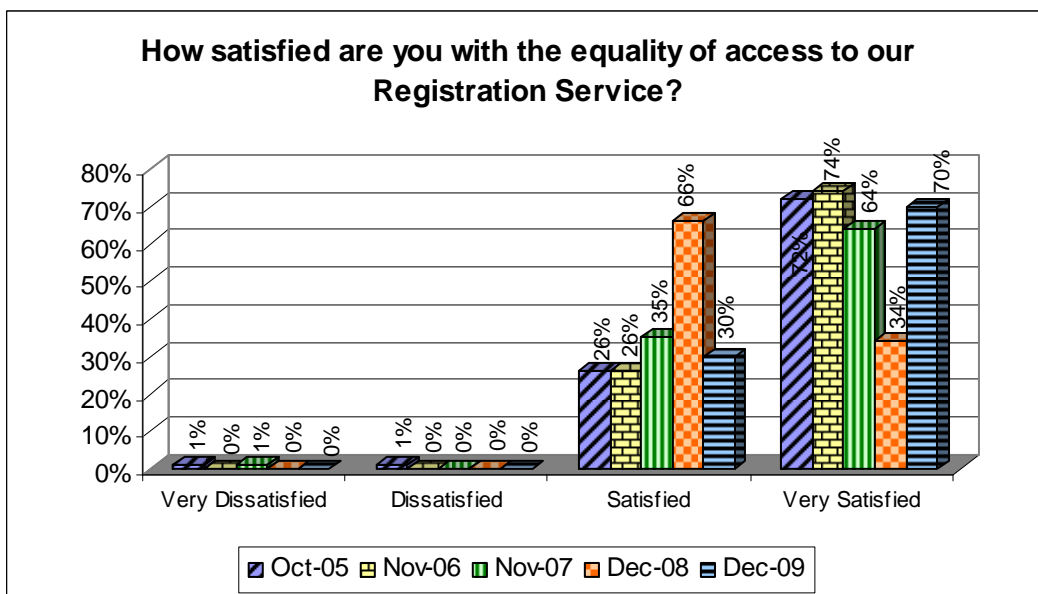
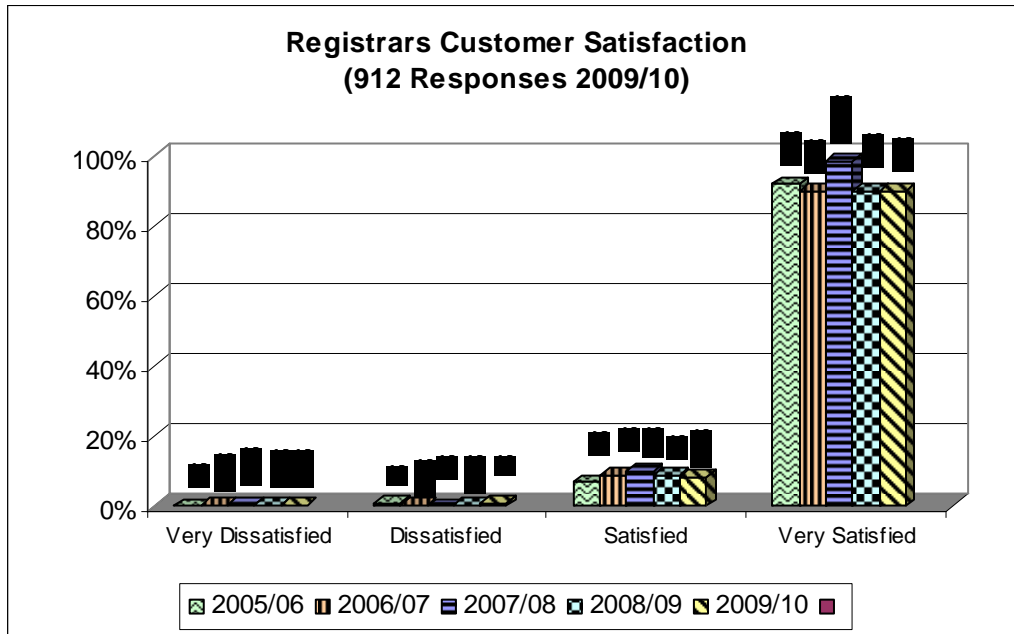
Licensing consultation during 2009 focused on the private hire and hackney carriage trade.

They were consulted on their satisfaction with the quality of service they receive and on the courtesy and helpfulness of the licensing staff. They were also consulted on the equality of access to the licensing service and on the revision of the procedure for obtaining medical certification in relation to applications for private hire and hackney carriage driver's licences.

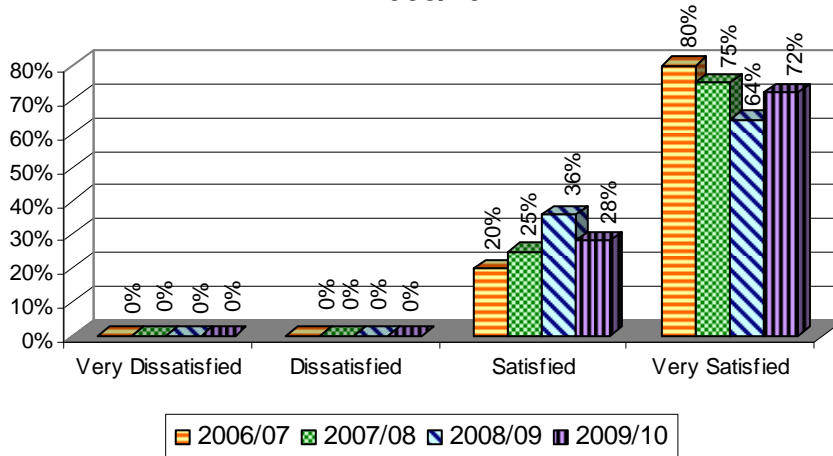
It was noted that 97% of the private hire and hackney carriage drivers consulted were very satisfied/satisfied with the quality of service and 95% were very satisfied/satisfied with the equality of access to the licensing service.

The revision of medical procedures included financial implications for the trade so it was felt that a return of 85% satisfaction reflected the high quality of service provided by the Licensing Section.

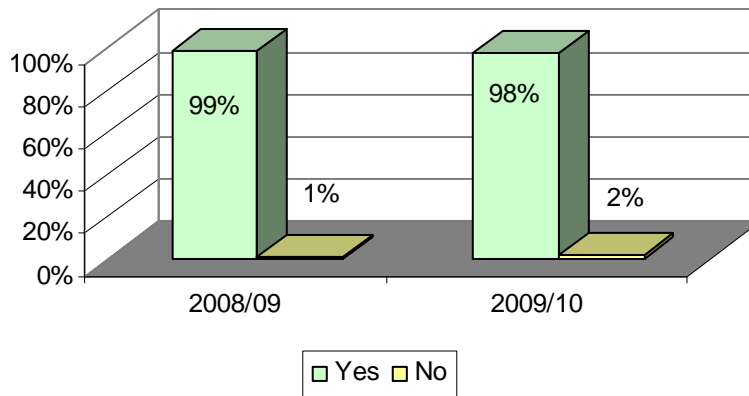
18. HR & Citizenship



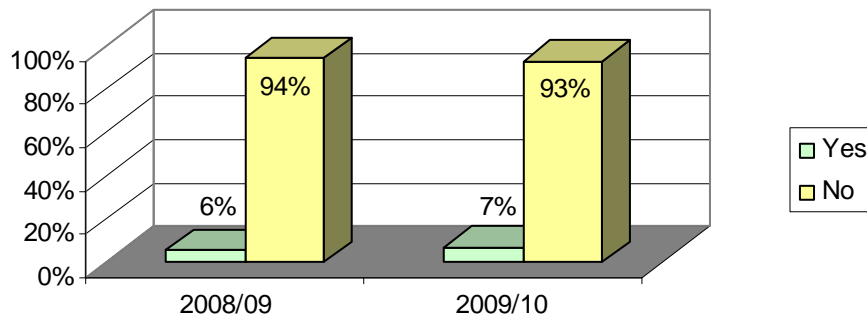
Citizenship Ceremony Overall Quality of Service 2009/10



Was the service value for money 2009/10



Did you have any needs that we did not meet 2009/10?



Note:

For the 7% of customers that advised we did not meet their needs, no additional comments were made on the survey form to explain the reason why, therefore we have been unable to respond.

19. Achievements against the Directorate's Equality and Diversity Action Plan for 2009/10.

The achievements against the Directorate's Equality and Diversity Action Plan for 2009/10 are set out in the following table.

Directorate of Law, Property & Human Resources - Report on the Equality and Diversity Action Plan for 2009/2010

Objective (and lead officer)	<u>Detailed action/target</u>	<u>Target Date/ milestones</u>	Planned outcome/performance indicator	Progress/final outcome
Priority 1. Quality Service Matters – Ensure High Levels of Customer Satisfaction				
<p>1.1 Introduce, (in partnership with Dudley College), the Road Passenger Vehicle Driving NVQ Level 2 Qualification. In order to increase the skills and qualifications of private hire and hackney carriage drivers and improve the service they provide to their customers.</p>	<p>Following pilot course at Dudley College (Brierley Hill Campus) which commenced Jan/Feb 2009, review and evaluate course with partner agency and the private hire hackney carriage trade.</p> <p>Legal & Democratic Services Licensing – Janet Elliot</p>	<p>Review and evaluate course April 2009.</p> <p>Give consideration to making it a condition of license that all private hire and hackney carriage drivers undertake the course.</p> <p>June 2009</p>	<p>Private hire and hackney carriage drivers, 96% of whom are from ethnic minority groups, gain the NVQ qualification .The customer service levels received by the users of private hire cars and hackney carriages is improved.</p> <p>Following significant numbers of drivers completing the course a consultation exercise will be undertaken with the travelling public.</p>	<p>The project was reviewed and evaluated by Dudley College and the Taxi and Private Hire Focus Group. It was agreed that the course was both beneficial to drivers and members of the travelling public.</p> <p>The Taxi Committee has now made it a condition of all private hire drivers and all hackney carriage licenses that the drivers should undertake the NVQ Level 2 in Road Passenger Vehicle Driving.</p>

Priority 2. Quality Service Matters – Widening Our Appeal As An Employer				
<p>2.1 Continued promotion of careers in professional construction related services to women and ethnic minorities through close liaison with schools careers advisors, school careers events and work placements within Corporate Property.</p>	<p>Corporate Property To give work placements as wide an experience as possible to all professional disciplines within Corporate Property.</p> <p>Lead Officer: Andy James</p>	<p>April 2009 – March 2010</p>	<p>Number of placements undertaken by Dudley or other school children or students during the year.</p>	<p>12 student placements completed in 2009/2010.</p>
<p>2.2 To improve staff and public access to public buildings with regards to the relevant element of the Audit Commissions value for money review of how the Council is “Supporting People with Disabilities”.</p>	<p>A review of the Council’s performance monitoring arrangements following benchmarking and best practice with other local authorities and top performing councils.</p> <p>Lead Officer: Paul Bickerdike</p>	<p>May 2009</p>	<p>Improved access for staff and members of the public in line with best practice.</p>	<p>Review Completed.</p> <p>Key outcomes:</p> <ul style="list-style-type: none"> • The list of public access buildings will be maintained to ensure currency • The disability access budget will target improvements for public access buildings <p>The programme for improvement is overseen by the Corporate Property Group.</p>

Priority 3 – Quality Service Matters – Improve Equality & Diversity Competencies of Employees				
<p>3.1 Implement new approaches to training to reach more employees</p>	<p>Review approach to Equality & Diversity as a competency. Implement E-diversity training for employees. (ES1.16)</p> <p>Lead Officer: Sarah Treneer</p>	<p>March 2010</p>	<p>Increase in employees receiving training.</p>	<p>A preferred supplier for the provision of equality and diversity training has been identified. A report will be going to Corporate Board for approval on 11th May 2010.</p> <p>Equality and Diversity has been identified as a key priority in the Learning and Development strategy approved by Corporate Board on 19th January 2010. As part of the strategy an action plan will be developed for each of the key priority areas. Phil Tart, Director of Corporate Resources will be sponsoring this piece of work.</p> <p>Data has been collected on the learning and development activity which has been undertaken in equality across the Council as part of a wider learning and development review. Further work to benchmark against other organisations and identify key proposals will take place over the coming months and will then be used to formulate proposals for future activity.</p>

Priority 4. Quality Service Matters – Develop Clearer Targets & Outcomes				
4.1 Undertake and improve the approach to Equality Impact Assessments (EIA's)	Undertake EIA's of the following services during 2009/10 (ES1.3)			
	Citizenship & Registration Jayne Catley	May 2010	EIA's completed within timescales Improvement actions identified	Equality Impact Assessments for Citizenship & Registration and Licensing services are underway and due to be completed May 2010.
	Licensing Janet Elliot	May 2010		
	Training & Development Phil Cutler/Sarah Treneer	May 2010		An initial EIA on learning and development has been completed. This has identified that at this time it is not possible to determine whether or not there is an adverse impact on learning and development activity provided by the Corporate team. There is no statistical data in a useable format on which to make a judgement. Anecdotal evidence suggests that there is no adverse impact. Key action needed to take this forward is to obtain information from PSE in a more useful format. This piece of work is currently being done.

<p>4.2 Review the actions identified in completed Equality Impact Assessments.</p>	<p>Julie Jones Steve Griffiths</p>	<p>May 2010</p>	<p>Have the actions identified made a difference to delivery of the service (measured by customer feedback).</p>	<p>Review of actions to be completed by May 2010.</p>
<p>4.3 Improve equality and diversity policy development and performance management.</p>	<p>Trial combined central Directorates Equality Group (Law & Property, Finance, ICT and Procurement and Chief Executives Directorates)</p> <p>Lead Officer: Caroline Glover</p>	<p>From April 2009</p>	<p>Improved co-ordination, sharing good practice and performance management.</p>	<p>Combined Directorate meetings have been held bi-monthly since April 2009 and are working well. Peer reviews of Equality Impact Assessments are completed and management of the Directorate action plans are monitored and reviewed.</p>

Priority 5. Develop and start to Implement an HR Strategy for the Council				
5.1 Develop and implement HR strategy for the Council which includes equality impact assessments, on updated and new HR policies.	Develop draft strategy for Cabinet approval. Lead Officer: Teresa Reilly	HR Strategy to be approved by end of September 2009	Improved Council approach to HR.	HR Strategy was approved by Cabinet in June 2009.
5.2 Implement equality related elements of strategy.	Complete review of EIA of recruitment policy. Outstanding objective from Chief Executives. Lead Officer: Sharon Hartill	November 2009	Improved approach to recruitment.	Level 1 Equality Impact Assessment has been completed, now progressing onto a Level 2 in light of the changes required to the Recruitment & Selection Policy.