

Oxfordshire County Council



**DRAFT
RACE
EQUALITY
SCHEME
2008-2011**



**OXFORDSHIRE
COUNTY COUNCIL**

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Oxfordshire County Council

Draft Race Equality Scheme 2008-2011

Cabinet 15 January 2008

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Foreword

This Race Equality Scheme sets out our overall approach to race equality in the pursuit of a cohesive and integrated Oxfordshire.

It shows that we are fair in the way we deliver our excellent quality services and that we take into account the specific needs of black and minority ethnic people as part of our commitment to world-class customer service.

This reflects the high standards we have set ourselves in all that we do, including race equality and in all that we wish to promote for the long-term benefit of the people of Oxfordshire.

We want to be sure that we are engaging in effective consultation with the public and our partners when we make decisions. We also want to ensure that the way we operate is fair and that we recruit the best people to work for and with us.

The Race Equality Scheme is part of a suite of equality schemes, which provide the overall framework for achieving these objectives. They cover both the policies we operate and also the practices we employ. In preparing this scheme we have followed the Commission for Racial Equality's statutory Code of Practice and general guidance. This is Oxfordshire County Council's third Race Equality Scheme.

By ensuring that we do not exclude on the basis of race we ensure that, as an employer, we tap into the talents and abilities of all our people and, as a local authority, the people of Oxfordshire and other users of our services benefit on a lasting basis.


Beneath our overall objective of a cohesive and integrated county, there are three specific outcomes we wish to see this scheme help deliver:

- that planning at all levels within the County Council is undertaken with the aim of eliminating discrimination whether intentional or otherwise by race, ensuring equality of opportunity in all we do and encouraging good race relations;
- that *all* our customers and those we serve are able to access the County Council and its services and are able to deal with the County Council without harassment or discrimination by race;
- that our staff and those with whom we work operate in an environment in which decisions are taken without discrimination by race.

This is a genuine commitment to race equality which fits well with our overall ambitions for the people we serve.



Cllr John M Howell OBE
Cabinet Member for Change Management



Joanna Simons
Chief Executive

PART 1

1. Why we want a Race Equality Scheme

The council's moral obligation

The council's obligation to race equality extends beyond the requirements of statute. It is part of our commitment to achieving specific outcomes for Oxfordshire which promote fairness and deliver a county with strong, cohesive and well-integrated communities based on equality of opportunity, good race relations and the elimination of unlawful racial discrimination.

More cohesive communities will increase wellbeing, resilience and self-confidence brought about through strong democratic and community leadership and effective engagement with local people and community groups.

Better-integrated communities will be those in which residents recognise a shared or common set of values that reflect their identification with place and where they are also confident enough to respect difference.

This scheme, therefore, sets out clearly what those outcomes are, how they are prioritised within the council's own activities across the council, and, how we are working with partners – particularly the PCT – to achieve them.

This race equality scheme – Oxfordshire County Council's third – will act both as a clear signpost to its commitment to race equality and as a blueprint for its delivery. It makes race equality central to the way the council works and puts it at the heart of planning, service delivery and employment practices.

The council's statutory obligation

Under the Race Relations (Amendment) Act 2000, Oxfordshire County Council has a statutory general duty to actively promote race equality by:

- eliminating unlawful racial discrimination;
- promoting equality of opportunity; and
- promoting good relations between people of different racial groups.

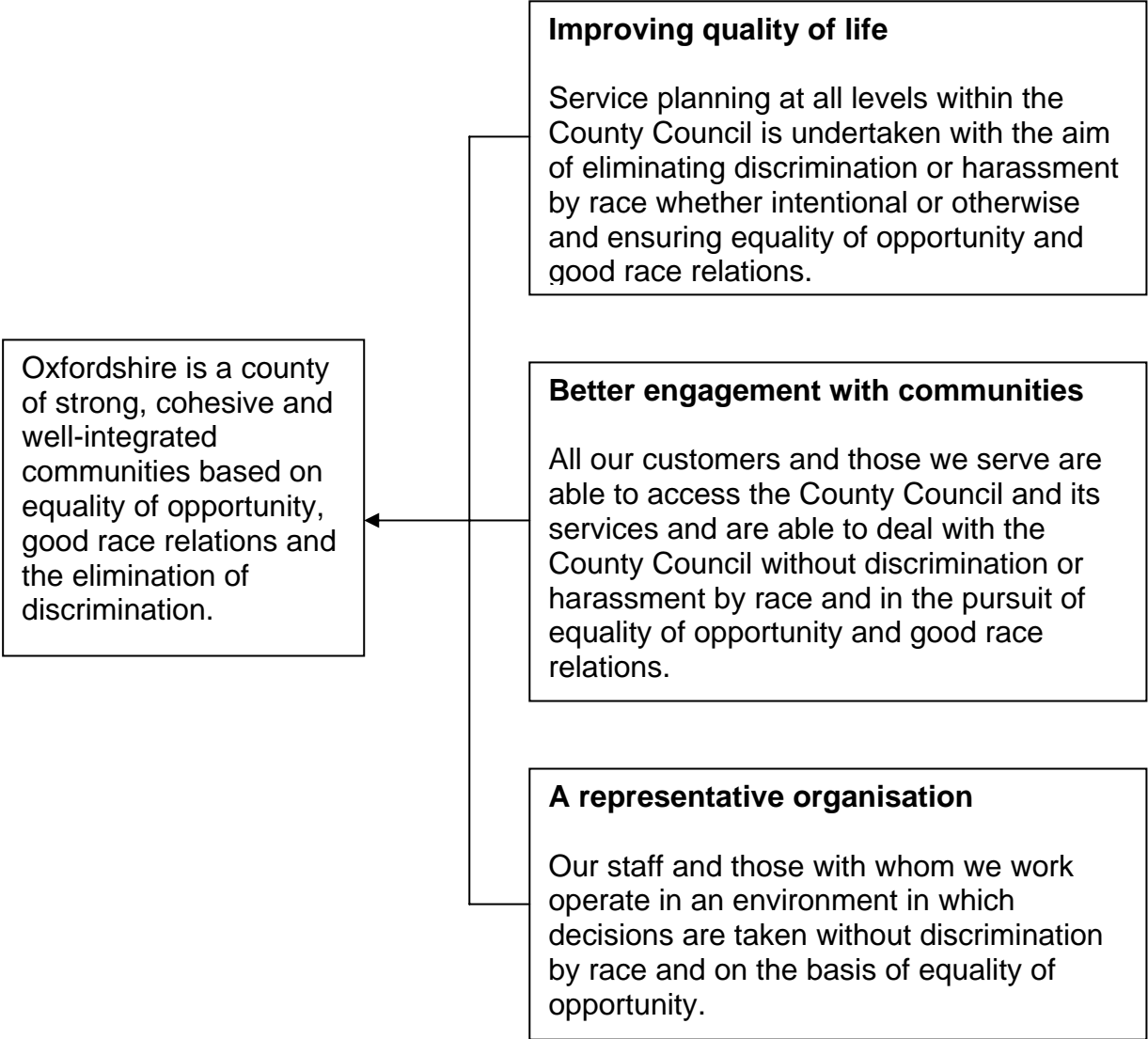
There are four guiding principles behind this general duty, which have been applied to this scheme. These are that promoting race equality is obligatory; that all functions and policies must be considered and their relevance to the duty determined; that the weight given to a function or policy should be proportionate to its relevance to the duty; and that all three parts of the duty are complementary and necessary in order to meet the whole duty.

The council also has a series of statutory specific duties, including preparing and publishing this race equality scheme, showing how we will meet the general and specific duties. The other specific duties relate directly to employment and training.

This scheme clearly builds on the achievements of the previous schemes and also demonstrates a fundamental change in approach by ensuring that the council focuses clearly on the delivery of outcomes for customers, employees and partners.

2. Race equality and Oxfordshire County Council

The chart below sets out the specific outcomes and priorities we are aiming to achieve.



How we are achieving these outcomes

Elsewhere in this scheme we set out the detailed outputs and action points which are delivering these outcomes within each of our service areas. Together they form a coherent and comprehensive race equality scheme, which satisfies both the statutory requirement under the Race Relations (Amendment) Act 2000 and also provides a framework which meets the objectives and operational needs of the county council.

Below we highlight some of the cross-cutting ways in which the council is ensuring that it delivers against the outcomes as a whole.

- The framework set by the Equality Standard for Local Government and the IDeA Equality Mark provides an independent measure of our overall performance. Oxfordshire County Council achieved our target of Level 3 at our audit in March 2007, maintaining our standing in the top 11 out of 34 county councils across the country against this measure.

- The council recognises the difficulty of multiple-discrimination, i.e. where an individual falls within more than one excluded group. To help avoid this we operate a Comprehensive Equality Policy, adopted in March 2004, covering all aspects of the council's business. This commits the council to operate on the basis that it will eliminate unlawful discrimination, promote equality of opportunity and promote good relations, with respect to race, disability, gender, religion or belief, sexual orientation, transgender status or gender reassignment, age, marital status and the responsibility for dependants.
- As one of the major purchasers of goods and services in the county, the council recognises the role it can play by ensuring that those with whom it does business also implement strong equality policies. Contractors are required to enter into contractual provisions that include the need to eliminate unlawful discrimination and to promote equality of opportunity;
- The council is a large organisation providing diverse services. To ensure consistency and compliance across all its services in relation to race equality, the preparation of outcomes, outputs and actions within this scheme were supported by internal directorate equality groups, which will also support delivery of the scheme;
- The council does not tolerate racial harassment at work or in service provision and examines all allegations. The Dignity at Work Policy is being reviewed to ensure that it continues to reflect best practice and that all employees are aware of the support and advice available if they experience any harassment;
- Training on equality and diversity issues is included within the council's training plan to provide managers and all employees with the skills and knowledge they need to ensure that equality remains part of our day-to-day activities. The training plan maintains a culture where diversity is valued and is supported by our Promoting Good Race Relations Workbook and our Guide to Culture and Faiths in Oxfordshire;
- To ensure that services meet the general duty and can demonstrate continual improvement, the council has an established programme of equality impact assessments (EQIAs), which include detailed consideration of race equality issues.
- For some time, the county council has sought advice on race and other equality issues from our Social Inclusion Reference Group. This group consists of representatives of voluntary organisations active in this area. During the course of 2007, the structure of the group's meetings has been changed to ensure that it can make an active contribution through workshops to defining the outcomes and outputs of highest priority to black and minority ethnic (BME) and other groups themselves. This has included input into the Sustainable Communities Plan and also into this scheme.

An Oxfordshire-wide approach

This scheme, however, also recognises that in achieving its overarching outcome the council needs to work with partners across the county in a way which is itself integrated and cohesive. Examples of how our approach to partnership working has

already generated input to this scheme and the delivery of our outcomes are set out below.

Joint consultation

All scheduled statutory organisations are required to publish a race equality scheme such as this every three years and to consult in the process of revising or up-dating their schemes.

Feedback from communities in the county suggested that statutory organisations undertaking essentially similar consultations for similar schemes can be onerous, confusing and wasteful. To avoid this a working group consisting of six statutory organisations, including the county council, has undertaken joint consultation.

The consultation, which had a high degree of face-to-face activity, was undertaken in Oxford and Banbury and used a cascade of community groups and individuals to ensure that BME communities themselves participated in contacting traditionally harder-to-reach groups.

Joint appointment

Given the remit of county council services particularly in social care and for children, young people and families and their interaction with health needs, there is considerable synergy between the county council and the health sector in ensuring a joined-up approach to BME issues.

The county already has a Director of Public Health – a joint appointment between the Oxfordshire PCT and the county council. As from 2007, the Director of Public Health has had lead officer responsibility on BME issues for both the PCT and the county council's management team.

Joint working

Five projects have been developed as part of the council's joint working with the PCT. These include:

1. Collation of existing equality audits and recommendations from completed consultations.
2. Consultation events.
3. Improved outcomes for the Gypsy and Traveller communities.
4. Strategic approaches for developing participation in Children's Centres.
5. Review of capacity and composition of Community Development and Health advocate teams.

In addition, in Oxford a joint project between the county council and the city council is working to ensure that BME communities have access to local government and influence the services on offer. The project is funded by the Milton Keynes, Oxfordshire, Buckinghamshire (MKOB) Improvement and Efficiency Partnership, of which the county council is the lead member.

Through free training and information provided at face-to-face events in areas of high BME concentration the project looks to encourage the development of community champions able to act for their communities with local government.

3. Our priorities

Oxfordshire is a county which is relatively affluent but with pockets of significant deprivation. The council recognises that BME groups tend to be over-represented in those pockets. In addition, new migration can disrupt established communities and generate local tensions which may leave some migrants vulnerable.

Overall, however, Oxfordshire is a county where communities are cohesive and well-integrated and where the aspirations of BME communities and of the population as a whole are little different. The council's Ipsos Mori Best Value General User Survey for 2006-7 shows that only 13% of respondents disagree with the proposition that *'this local area is a place where people from different backgrounds gets on well together.'* In addition, only 12% disagree with the proposition that *'this local area is a place where residents respect ethnic differences between people.'*

None of this disguises the specific issues and challenges which BME communities may face as a result of the size of individual communities and the council's ability to reach them. These can have a material effect on quality of life in areas such as education and skills attainment, access to health and social care and in the types of jobs available, which in turn can have an impact on family life and social cohesion and integration. In addition, there may also be religious, cultural, behavioural and language barriers as well as a voluntary sector less well-equipped to support these groups.

The council is committed to breaking the cycle of deprivation, which these factors can create and has developed an overarching strategy on understanding harder to reach groups and breaking the cycle of deprivation. This strategy is available on the council's website at www.oxfordshire.gov.uk/equality.

Since May 2005, the council has been undertaking an ambitious change programme to deliver the council's objectives of low taxes, real choice and value for money.

Central to this programme is a series of seven key change objectives. Three of these objectives have particular relevance to this scheme. They are that the council needs to become:

- an organisation which prioritises, is able to make hard choices and says no when necessary;
- an organisation centred on customers and their experience;
- an organisation which acts as one team for the benefit of its customers.

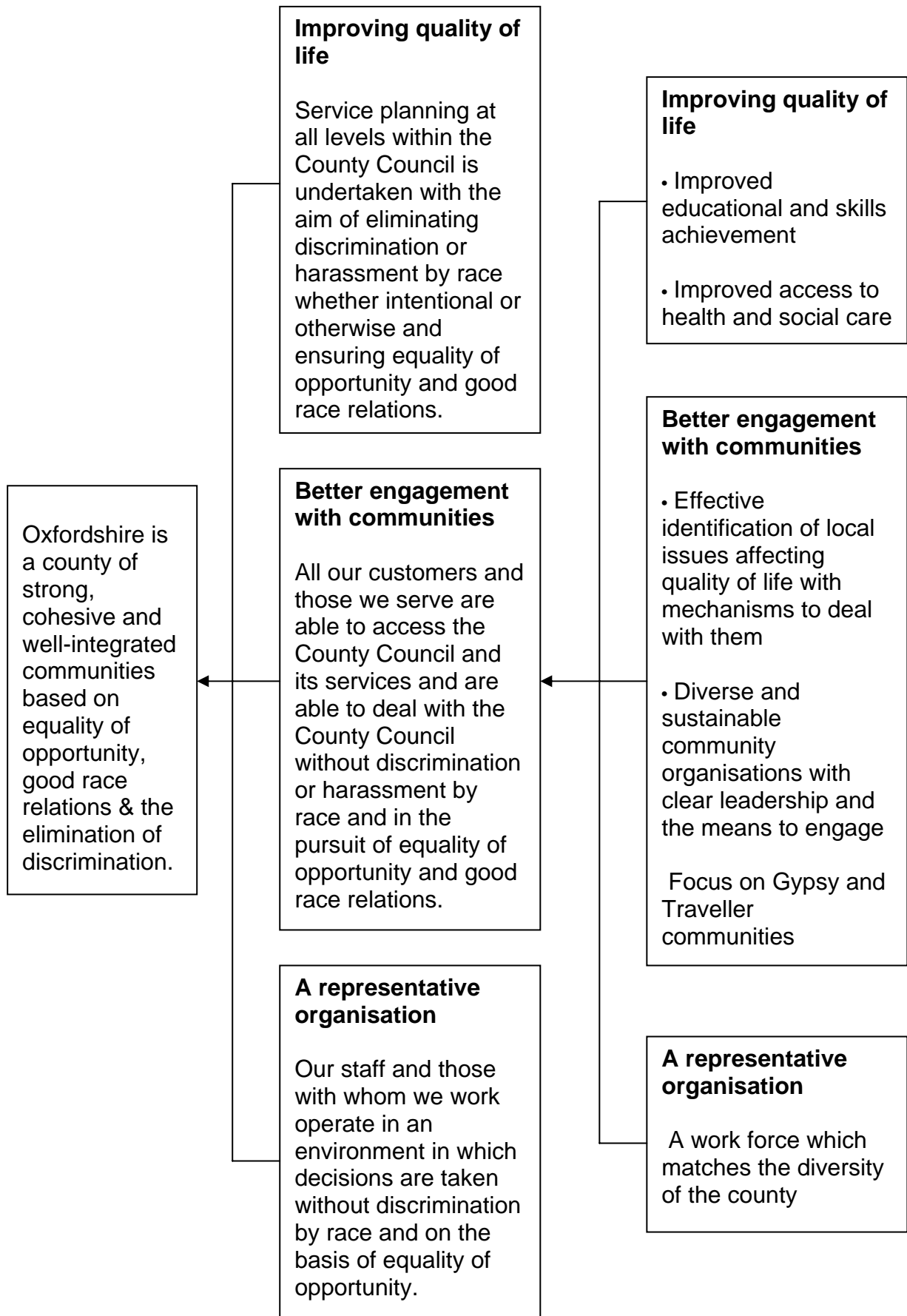
Prioritisation

The council has set itself six specific priorities, which are set out in the chart below. Based on consultation, including with BME and other communities themselves, and the council's partners, these priorities are key to delivering our outcomes.

These priorities are well-related to the outcomes; are clear; ensure race equality; have a direct relevance to the lives of BME and other communities; are capable of leading individual action plans across the council and its partners; and are measurable.

Our outcomes

Our priorities



Centred on customers and their experience

Customers

The council has embarked on an ambitious programme to become the first Charter Mark county council in the country by 2009. Charter Mark is the government's benchmark test of excellence in customer service. As at November 2007, 28 Charter Marks had been awarded to the council's services.

The council's ambition to achieve Charter Mark across the entire council is a major driving force in ensuring a focus on customer-related race equality outcomes. As an example of this, the council's Gypsy and Traveller Service is the only one of its kind in the country to have acquired a Charter Mark.

Some of the cross-cutting engagement projects have been illustrated in Section 1. These are helping ensure that the council has identified and understands local race equality issues which can be fed into its planning.

Gypsy and Traveller Communities

An example of our focus on customers is our work for Gypsy and Traveller communities, who can be amongst the most socially excluded groups in society. Children of travelling families are identified as having lower educational attainment, greater health inequalities and are less likely to access services in a timely manner than those from the settled population. The main dedicated services for these communities are channelled through those areas listed below:

- Oxfordshire County Council's Gypsy & Traveller Services Team - Awarded a Charter Mark in April 2007.
- The county council's Advisory Service for the Education of Travellers (ASET).
- Part-Time Health Advocate for Travelling Families employed by Oxfordshire PCT.

There is a long history of agencies working together to improve outcomes for this population. A recent health needs assessment in Oxfordshire has given opportunity for this work to be reviewed and refreshed. In addition, an extensive piece of work was completed in 2006 looking at the accommodation needs of this community, commissioned by the Association of Councils of the Thames Valley Region, of which the county council is a member.

A Health Needs Assessment for Gypsy and Traveller Communities was undertaken by Oxfordshire PCT in 2006-07. This work had recommendations on cross-agency working and tackling a wide range of issues that have an impact on health and well-being. The county council's role in delivering on these recommendations is extensive. As a result of this work a series of specific outcomes have been agreed as the focus of our work for Gypsy and Traveller Communities. These are:

- Improved access to health services and better health outcomes as measured by mortality and morbidity rates and by self-report.
- Further improvement in educational attainment for children and young people.
- Improved access to appropriate and relevant information on health issues, housing, benefits and other services.
- Improved access to advice and support in accessing relevant benefits.

A representative organisation

The council has set a target that 5% of staff should come from BME groups. Its workforce will then match the diversity of the county's residents. Significant progress has been made towards achieving this target. BME groups now account for about 4% of staff overall. The fire service's 10-year programme has become a benchmark.

Across the council's largest directorates the 5% target has already been exceeded, often substantially so. This is more challenging in smaller directorates and small service units such as schools where staff turnover rates are lower. In addition, the council is keen to ensure that equality of opportunity is reflected not only across individual service areas, but also across the council's grading structure. These and other issues are priority areas for target setting and action planning.

An audit has taken place of best practice and innovation in this area across the council. Benchmarking has also begun with other relevant local authorities as well as with local partners including the PCT, Oxford Brookes University, University of Oxford, Thames Valley Police and the Mid-Counties Co-operative Society. Improvements to the council's public website promoting BME recruitment and the publication of targeted advertisements promoting the council have already been actioned as a result of this exercise.

One team

Leadership

Within the council there is strong leadership for equality and social inclusion. Political leadership is provided by the Cabinet Member for Change Management in whose portfolio this lies and who chairs the council's Social Inclusion Reference Group. The Director of Public Health is the lead officer on this issue both for the county council's management team and the PCT.

The Social Inclusion Reference Group, which consists of local voluntary organisations operating in this field, together with county councillors and council officers provides essential advice to the council. Section 1 has already illustrated the changes which have recently taken place to ensure that this advice is focused around outcomes identified by BME and other communities themselves and to community engagement especially with people regarded as being harder to reach.

Joined up

The Council also has an established network of directorate equality steering groups, which contribute to the effective management and delivery of the council's equality and social inclusion activities by:

- applying strategic thinking to the promotion of equality and social inclusion by the county council;
- ensuring implementation of the Equality Standard for Local Government, the county council's equality schemes, the county council's Social Inclusion Strategy and associated action plans;
- overseeing operational implementation at service level of equality and social inclusion activities within directorates; and
- supporting business managers in ensuring that directorates have appropriate implementation, monitoring and evaluation mechanisms to support the effective delivery of equality and social inclusion requirements.

Crucial to this is the understanding of the size, make-up and distribution of BME communities and of future trends (see Appendix 2.) Quality data to inform this is available to the council through the Oxfordshire Data Observatory.

Combined equality impact assessments

Since April 2005, the council has operated a combined equality impact assessment (EQIA) process covering race, disability and gender equality. The impact assessment process involves collecting information on the extent to which services and functions take account of the needs of different equality groups and then uses the information gathered to make any necessary changes or modifications.

This allows systematic consideration of the impact of existing and proposed policies and practices against the general duty to promote race equality, including consultation, gathering and then using data.

The council recognises that, where discrimination occurs, it is usually unintended and may be the result of a range of differing needs not having been fully considered. The purpose of the equality impact assessments is to ensure that the council's activities and policies do not disadvantage; identify how they could better promote equality for all; and make any necessary modifications or changes.

A screened and prioritised 3-year rolling schedule of equality impact assessments is set out in Part 2 of this scheme and the annual implementation milestones are set out in the action plan. It is also a requirement that equality impact assessments are completed for all relevant new policies and functions.

Monitoring

The Race Relations (Amendment) Act 2000 places specific duties on the county council to monitor by reference to racial groups:

- Staff in post;
- Applicants for employment, training and promotion;
- Staff who receive training;
- Staff who benefit or suffer detriment as a result of its performance assessment procedures;
- Staff who are involved in the grievance procedure;
- Staff who are subject of disciplinary procedures;
- People who cease employment with the council.

Every year, the county council has published a detailed Race Equality Scheme Employment Duties Report containing this data together with an analysis of trends, as required and we shall continue to do so.

Equality monitoring data, using the 2001 Census categories, is routinely collected for all existing employees and applicants for employment. This information is stored securely and confidentially using the Council's SAP management information system and in accordance with data protection requirements. The data is first gathered during the recruitment process and augmented by data surveys that allow individuals to confirm the personal data held on them for accuracy and to fill any gaps in the information stored. This data is used to make improvements to the council's employment practices.

4. Implementing, reporting on and revising the scheme

Responsibilities for implementing the scheme

The county council's cabinet is ultimately responsible for setting our performance framework for race equality and has overall responsibility for the race equality scheme. The Cabinet member for Change Management is the portfolio holder for equality and social inclusion.

The Chief Executive has overall responsibility for ensuring that the scheme is operated effectively throughout the council. The Director of Public Health is the lead officer for the county council's management team. Directors and Heads of Service have day-to-day responsibility for disseminating and championing the scheme and ensuring that it is operated within their directorates and carried out in practice.

Managers must ensure that all employees are aware of their responsibilities under this scheme and must lead their teams in a manner that ensures that the council meets its statutory duty to promote equality.

Every employee must ensure that he or she does not practise unlawful discrimination in carrying out his or her duties and in his or her dealings with customers and other employees. All employees are expected to be sensitive to the needs of our diverse population.

Oxfordshire County Council has identified the Corporate Strategies Manager as the strategic corporate lead on equality and social inclusion and the main point of contact for the council in respect of overall implementation of the council's equality schemes.

Publishing the scheme

The race equality scheme will be published in print and on our website. Alternative formats of this scheme will be made available on request, as appropriate. This will include other languages, large print, Braille, audiocassette, computer disk or by email. Printed and/or electronic copies will be sent to people and organisations that were involved in developing our scheme and it will also be available via our libraries.

Reporting on the scheme

The council will involve the Social Inclusion Reference Group in the production and publication of annual race equality scheme progress reports. These annual reports will be considered for the Cabinet by the Cabinet Member for Change Management and used to advise the council, as appropriate.

The council will report each year on the steps that have been taken to fulfil the general duty; progress in implementing the race equality objectives and action plan; the results of information gathering and improvements made; and the results of our equality impact assessments.

Revising the scheme

In revising the race equality scheme, within 3 years of publication, the council will use the variety of information gathered during its operation and incorporate the lessons learnt from its implementation, to review our approach and to ensure that the new revised scheme is more effective. This will include due consideration of legislative

developments and national, regional and local best practice recommendations.

This amended scheme

This current scheme clearly builds on the achievements of the previous schemes and also demonstrates a fundamental change in approach by ensuring that the council focuses clearly on the delivery of outcomes for customers, employees and partners. The key learning points and improvements that have been made in this amended scheme are as follows.

As set out above, leadership has been strengthened under the Cabinet member for Change Management and there is improved joint working with other public bodies. The directorate equality steering groups will ensure more effective implementation of this scheme by working to clearer, more practical work plans.

Between 2005-08 there was a significant improvement in the quality and timeliness of equality impact assessments. Recommendations from these assessments helped to develop the directorate targets and objectives set out in Part 2. Equality impact assessments will now make better use of existing data, consultation activities and scrutiny reviews.

Every year, the county council has published a detailed Race Equality Scheme Employment Duties Report. We will now include this information as part of a single annual report showing progress against all our employment duties in race, disability and gender.

5. Comments, suggestions and complaints

The council positively encourage customer comments and suggestions regarding any of our services and activities. It will maintain clear, transparent, fair and sensitive procedures for dealing with complaints.

The council's complaints procedure may be used by any member of the public who is dissatisfied with the behaviour or actions of Council staff, the extent or non-provision of a service, or the manner in which a service is provided. This procedure may also be used for complaints or concerns about how we are meeting our race equality duties.

If you would like to make general comments or complaints about the council, please contact the service concerned or raise the issue with your local County Councillor. There may be times when you are unhappy with the way the council has responded to your concerns.

If this happens you can make a formal complaint. Please contact:

- Complaints and Comments, Freepost (SCE 7709), Oxford OX1 1YA.
- Or telephone 01865 815906.
- Or email complaints@oxfordshire.gov.uk
- Or visit our website for further information www.oxfordshire.gov.uk

PART 2

1. Input to the council's race equality targets & objectives

In preparing this scheme input was sought from a number of sources. These included the joint consultation exercise described in Section 1 and the workshop undertaken with the council's Social Inclusion Reference Group.

The council carried out a variety of stakeholder consultations with voluntary and community organisations, race equality specialist workers, partner organisations and other stakeholders, such as UNISON who have given their support to the scheme. Stakeholders were given the opportunity to comment on the outline of the scheme and to raise their own priorities for inclusion.

The council also commissioned detailed research to support the development of this scheme identifying data on Oxfordshire's population by ethnic group, including investigating geographical location, migration, educational attainment, skills, economic activity, deprivation and predicted changes in population groups.

Where equality impact assessments had been completed, these also provided evidence of outcomes and several services have identified the need to review their consultation arrangements with existing customers and potential service users so that issues relating to race equality can be more easily identified. Continued work to learn more about the views of local people and external stakeholders will be undertaken during the implementation of this scheme.

The key role of each of the council's directorates in ensuring race equality is explained below, followed by a table showing the targeted actions to be taken as part of this scheme, the outputs that will be achieved and the intended outcomes. Progress will be reviewed and reported on annually.

Each of the actions shown relates directly to one or more of the council's six race equality priorities, which each help to achieve our race equality outcomes, as set out in section 3.

The six race equality priorities are:

- 1. Improved educational and skills achievement.**
- 2. Improved access to health and social care.**
- 3. Effective identification of local issues affecting quality of life with mechanisms to deal with them.**
- 4. Diverse and sustainable community organisations with clear leadership and the means to engage.**
- 5. Focus on Gypsy and Traveller communities.**
- 6. A workforce which matches the diversity of the county.**

2. Directorate and service level targets

Children, Young People & Families

The Children, Young People & Families directorate is responsible for delivering services to these groups. The directorate aims to ensure that all children are healthy; stay safe; enjoy and achieve; make a positive contribution; and achieve economic wellbeing.

All services have a duty to consider race equality, but services with a very specific role include the Ethnic Minority Achievement Service and Advisory Service for the Education of Travellers. The directorate delivers a statutory multi-agency action plan called the *Children & Young People's Plan*, an important aspect of which includes promoting race equality.

Directorate / Service	Actions / Targets	Outputs / Achievements	Intended outcomes / Priority number
Children, Young People & Families – Commissioning, Strategy and Locality Development (A. James)	Staff Development. Monitor what policy changes have occurred as a result of the staff equality forum.	Present the achievements of the equality forum to the senior management team.	The equality forum aims to ensure practitioners have the knowledge and skills to implement corporate policy. [1,6]
Children, Young People & Families – Commissioning, Strategy and Locality Development (A. James)	Encouraging good practice. Diversity event to draw attention to good practice in schools and settings.	Diversity 'awards' event.	Event draws attention to good practice by staff and initiatives by children throughout Oxfordshire. [1]
Children, Young People & Families – Commissioning, Strategy and Locality Development (A. James)	Organisation. Corporate equality work must be integrated into directorate Business Plans & Customer Services Plan.	Directorate plans include agreed equality targets.	This ensures that work to tackle discrimination is mainstreamed into every service. [1]
Children, Young People & Families – Commissioning, Strategy and Locality Development (A. James)	Identifying Barriers. ASET and EMAS advise via equality group on barriers to improving outcomes for communities and what progress has been achieved.	Advice delivered.	Director informed in driving forward and mainstreaming race equality work, resulting in improvements in wellbeing and attainment. [1,3,5]
Children, Young People	Skills. Develop race consultation network	Network developed and	Customer service is focused on

& Families – Children and Families (H. Farncombe)	to provide advice to practitioners to support them meet the individuals needs of their customers.	supported.	customers' individual and diverse needs. [1]
Children, Young People & Families – Children and Families (H. Farncombe)	Cultural Sensitivity. The service needs to emphasize the importance of noting down race and religion at an early stage.	All social workers note down race and religion at an initial stage and this is audited.	To ensure social workers are more aware and sensitive to individual needs and cultures. [1,3]
Children, Young People & Families – Children and Families (H. Farncombe)	Consultation is made with community leaders/organisations to gain cultural insight into caring in a variety of minority groups	Meetings held and remain in progress.	Caring has different meanings in different cultures, by shaping the practice of Young Carer Centres to meet these needs, we ensure no child is excluded. [2,4]
Children, Young People & Families – Children and Families (H. Farncombe)	Develop a targeted recruitment campaign to increase the numbers of carers from different ethnic groups.	Recruitment campaign established.	To ensure children from black and minority ethnicity background have equal opportunities of having a carer from the same cultural background. [2,3,6]
Children, Young People & Families – Children and Families (F. Fonseca)	Compare progress measures for looked after children by ethnic sub-groups and benchmarked with other authorities.	Data Analysis.	Family Support is better able to identify where its services are not meeting individual needs. [1,2]
Children, Young People & Families – Children and Families (A. Davy)	Ethnicity & gender monitoring should be considered to determine if certain groups are being unintentionally excluded.	Monitoring established.	Early years is better able to allocate resources where individuals may face barriers to child care (e.g. overseas NHS staff). [2,3]
Children, Young People & Families – Children and Families (A. Davy)	Responses to workforce survey should be segmented by ethnicity, gender and disability to determine whether there is any significant variation in views.	Segmentation of workforce survey.	This would enable workforce development to focus on any areas of potential discrimination or highlight areas where staff can be better supported. [6]
Children,	Target for children	End of year	Attainment at school

Young People & Families – Raising Achievement (A. Chapman)	attaining 5 A*-C GCSEs of: Bangladeshi origin - 43%; Black Caribbean origin - 33%; Pakistani origin: 39% by 31 March 2010	results.	is crucial to social and economic mobility in later life. [1]
Children, Young People & Families – Raising Achievement Service (Judy Dyson)	Develop and monitor the success of the Integrated Quality Framework in evaluating the impact of extended school services on their surrounding communities.	Establish Integrated Quality Framework	Educational Effectiveness Service is better able to monitor the quality of extended services provision and potential gaps in provision to the community. [3]
Children, Young People & Families – Young People and Access to Education (Bernice Smurthwaite)	Behaviour Support to compare figures on exclusions and interventions to determine which groups of children require support.	Analysis of figures/data.	Improved allocation of resources to address the needs of ethnic minority communities. [1,2]
Children, Young People & Families – Young People and Access to Education (Barry Armstrong)	Educational Social Work. The Service will be including ethnic monitoring on the referral forms.	Improved referral forms.	Greater insight into what influences a customer's experience to help us improve our service. [1,2]
Children, Young People & Families – Young People and Access to Education (Paul Sheffield)	Mental Health. As SWIFT develops PCAMHS aims to segment referrals by geography and ethnicity and identify trends.	Analysis of figures/data.	Improved allocation of resources to address the needs of ethnic minority communities. [1,2]
Children, Young People & Families – Young People and Access to Education (Tan Lea)	The Youth Justice Board Prevention Grant is being targeted on young people at risk and their parents and there will be a particular focus on BME young people.	Deliver action plans for BME young people at risk to ensure they receive positive early interventions.	The Council is systematically aiming to prevent discrimination within the wider youth justice system. [2]

Social & Community Services

The Social & Community Services directorate is principally responsible for social care for adults and cultural & adult learning services.

All services have a duty to consider race equality, but services with a specific role include the Community Development Team and the Senior Librarian for Inclusion within the library service.

Directorate / Service	Actions / Targets	Outputs / Achievements	Intended outcomes / Priority number
Social & Community Services – Business Support (S. Kearey)	Facilitate, with other directorates, the development of a resource library for Social Workers on equality.	Equality resource library.	Staff are able to access a common point of support to provide immediate advice on cultural issues. [2]
Social & Community Services (S. Kearey)	Report on user satisfaction for ethnic minority groups using Social Care services and take action where any specific group expresses disadvantage.	Report produced.	Ensure BME user satisfaction is the same or better than average and swiftly respond to any problems. [2,4]
Social & Community Services – Libraries (H. Wheelton)	Evaluate benefits of the Champions Scheme aimed at improving skills for supporting diverse needs.	Champions scheme evaluated.	Improved customer services to support a broader range of needs. [1]
Social & Community Services – Libraries (H. Wheelton)	Scope the needs of community groups through consultation on new location of Banbury Library.	Consultation completed.	Library resources are aligned to the needs of all communities and this is reflected in library issues. [2,3]
Social & Community Services – Libraries (R. Harris)	Pool consultation, area profile, training and self-help guides as a common resource online.	Develop intelligence function for library staff.	Enable staff to develop better practices in responding flexibly to local communities. [1,3]
Social & Community Services – Libraries (C. Taylor)	Ensure future membership information provides reliable data on age groups, gender, ethnicity & language.	Membership data on key categories.	Ensure library resources are more effectively targeted. [1,3]
Social & Community Services – Libraries (C. Taylor)	Compare data from PLUS and/or membership data to local area profile.	Gap analysis of who is and isn't using the library service in the local area.	Ensure library resources are more effectively targeted. [1,3]

Social & Community Services – Heritage (Carl Boardman)	Ensure material in Oxfordshire’s archives is representative of the County’s diverse population.	Engage with community groups.	A County Archive Service that is representative of it’s surrounding population. [1]
Social & Community Services – Adult Learning (J. Dixon, D. Waller)	Target English language and literacy support where required to support access to employment.	Report annually on the impact adult learning has on improving employment	Ensure employment levels for all ethnic groups are in line with the White British average. [1,6]
Social & Community Services – Adult Care (Mental Health) (Paul Purnell)	Mental Health. Examine and report on whether any groups are particularly over-represented or under-represented in casework.	Analysis of the accessibility of mental health services to different ethnic minority communities.	Ensure that the number of BME groups that are referred for mental health support is in line with the average and Black Caribbean men are not over-represented in sectioning. [2]
Social & Community Services (Mental Health) (Paul Purnell)	Target support to specific community groups where mental health is a concern and report back on what progress the service is making.	Report produced.	Ensure that the number of BME groups that are referred for mental health support is in line with the average and Black Caribbean men are not over-represented in sectioning. [2]
Social & Community Services – Adult Services (A. Thorne)	Promote the use of Direct Payment Scheme within black and minority ethnicity communities.	Increase number of people receiving direct payments.	This is part of a wider programme to empower individuals to tailor their care to their specific needs. [2]
Social & Community Services – Partnerships (A Honeyball)	Joint work with the Health Advocates to support clients who need to use health services and NHS patients who need to use Council services.	Identify and outreach to new clients, in particular those living in Didcot, Abingdon and Witney.	Accessing services can be complex, especially for individuals with English language needs. This service helps provide preventative care. [2,4]
Social & Community Services – Partnerships (A Honeyball)	Outreach support to drop in sessions in Oxford, Abingdon & Banbury; Outreach to Asian community in Didcot & create Asian directory for Banbury.	Increase number using the service; establish support in Abingdon and Banbury; facilitate links to CABx.	Some groups may face particular barriers to accessing services (e.g. due to language). These services aim to facilitate self-help. [2,4]

Social & Community Services – Partnerships (A Honeyball)	Encourage carers from black and minority ethnicity communities and support carers groups.	Increase number of carers accessing Carers Centres; Support new groups to develop; support the development of carers’ centres.	Support for carers is available to everyone. Specific support is available for people or groups with different cultural needs. [2,4]
Social & Community Services – Partnerships (A Honeyball)	Support community and older people support groups.	Enable BME groups to access public funding; develop activities; tailor provision to their needs; research future care needs; develop learning opportunities.	A range of services is available to all older people. This unit supports specific activities aimed at supporting the needs of different ethnic community groups. [2,3,4]
Social & Community Services – Partnerships (A Honeyball)	The unit will target vulnerable people from minority groups to ensure they can access services and input into plans to prevent domestic violence and forced marriages.	50 individuals or families assisted; Implement a support system for BME groups to broaden domestic violence support; information on website.	Ethnic minorities may face barriers accessing County services, such as language difficulties, this services facilitates greater independence. [2,3,4]
Social & Community Services – Partnerships (A Honeyball)	Research the needs of the ‘New EU’ communities developing within Oxfordshire.	Attend Banbury Polish Community group and identify any specific needs.	Economic migrants typically use few public services, but a lack of familiarity with services may leave some individuals vulnerable. [2,3,4]
Social & Community Services – Partnerships (A Honeyball)	Provide training and support to staff on different cultural issues.	Identify and target teams that are not currently in contact with the service.	This is aimed to enable social care staff to respond effectively to a wide range of needs. [2,6]
Social & Community Services - Registration (J. Bugeja)	Advise applicants for citizenship and publicise citizenship ceremonies.	Support for applicants and a positive public profile of ceremonies.	Improved public awareness of the integration of new citizens. [3]
Social & Community Services - Registration (J. Bugeja)	Provide culturally appropriate birth, marriage, death and civil ceremonies.	The needs of different cultures and faiths are recognised.	Excellent customer satisfaction amongst all ethnic and religious groups. [3]

Community Safety & Shared Services

The Community Safety directorate identifies needs where individuals' safety may be at risk. An awareness of the needs of different racial groups has long been integral to the Fire & Rescue Service and an Ethnic Minority Adviser is employed to support those who may be vulnerable. The Gypsy & Traveller Service specifically caters for the needs of these communities.

Directorate / Service	Actions / Targets	Outputs / Achievements	Intended outcomes / Priority number
Shared Services Learning & Development (Karen Hopwood/ R.Cane)	Training needs analysis of equality & diversity training carried out and results implemented.	Needs analysis completed.	Learning & Development addresses statutory requirements to train staff on equality issues. [6]
Shared Services Learning & Development (Karen Hopwood/ R. Cane)	Establish a comprehensive programme of diversity training for all staff.	Equality & diversity training programme delivered.	A more informed workforce better able to respond to diverse needs and statutory requirements on equality. [6]
Shared Services Learning & Development (Karen Hopwood/ R.Cane/ J. Dixon)	Training package to support staff wishing to improve business English, business literacy and influencing skills, as well as basic professional qualifications.	Training package developed.	To ensure staff with low literacy or English skills have a pathway to improved career prospects. [6]
Community Safety – Fire & Rescue (Recruitment) (Vivien Trafford)	To improve recruitment and retention levels of black and minority ethnicity staff to match the proportion of individuals in the community over 10 years.	By 2016 5%-7% of Fire & Rescue staff are from a black and minority ethnicity background.	A more diverse workforce that is able to apply a more varied knowledge of different customer needs to the service they provide. [6]
Community Safety – Fire & Rescue (C Thomas)	In relation to public communications, put greater emphasis on non-print media e.g. Radio/TV and event based communications.	A wide range of communication mediums used.	Using a wider range of communication mediums is aimed at broadening awareness of public safety messages, particularly amongst those with a lower level of English literacy. [3]
Community Safety – Fire	Research on Polish Community is used	Research published and	People in the developing Polish community are

& Rescue (Fire Safety) (A Siddika)	to develop new avenues to reaching the Polish community.	verified.	conscious of the same safety standards as the wider community. [3]
Community Safety – Fire & Rescue (Fire Safety) (A Siddika)	Deliver Fire Safety Training to ‘New EU’ Communities.	Training delivered.	People in the developing Polish community are conscious of the same safety standards as the wider community. [3]
Community Safety – Travellers (Gary Brewer)	Provide diversity training to all staff working with Gypsies & Travellers.	Diversity training provided to all staff.	Travellers receive an appropriate level of support. [5]
Community Safety – Travellers (Gary Brewer)	Develop a system for auditing access to sites and identifying equality issues.	Audits completed.	Travellers receive an appropriate level of support. [5]
Community Safety – Emergency Planning (John Kelly)	Continue to consult with community groups to ensure pre & post-emergency arrangements are targeted to meet their needs.	Annual meeting with racial & faith groups to agree arrangements for emergency planning.	In an emergency situation different racial groups receive sufficient notice and feel their needs are met in the post emergency situation. [2,3,6]
Community Safety – Community Safety Unit (Ruth Whyte)	Establish a multi-agency network tackling racially aggravated harassment and report on progress.	Multi-agency network and website established.	This provides a common framework for tackling harassment in Oxfordshire. [3,4]
Community Safety – Community Safety Unit (Ruth Whyte)	Compare and report on difference between British Crime survey and reported hate-crimes.	Results published.	To enable people to understand the degree to which reported racism matches fears and experienced racism. [3]
Community Safety – Community Safety Unit (Ruth Whyte)	Target domestic violence campaigns to vulnerable communities.	Specific support provided to at risk communities.	Number of children that ‘never feel safe in their homes’ from ethnic minority groups is the same as or lower than the white-British average. [2,3]
Community Safety – Trading Standards (B. Yendole)	Benchmark our consultation responses with other councils to identify if there is a lower than expected response level from some groups.	Benchmarking report with options produced.	Ensure that people receive the same level of protection from trading standards regardless of ethnicity, language skills or cultural background. [2,3]

Community Safety – Trading Standards (B. Yendole)	Review the advice and guidance we provide to ethnic minority businesses and the means by which we provide it.	Guidance and advice practices updated.	Ensure that people receive the same level of protection from trading standards regardless of ethnicity, language skills or cultural background. [3]
Community Safety – Trading Standards (B. Yendole)	Provide the notice of powers and rights used when seizing goods and explanations of common enforcement actions in other languages.	Translated guidance provided.	Ensure that people receive the same level of protection from trading standards regardless of ethnicity, language skills or cultural background. [3]
Community Safety – Trading Standards (B. Yendole)	Develop engagement strategies with ethnic minority businesses, particularly in rural areas and ensure staff receive cultural awareness training.	Good links with rural BME communities and a trained workforce.	Ensure that people receive the same level of protection from trading standards regardless of ethnicity, language skills or cultural background. [3]

Environment & Economy

Environment & Economy is principally responsible for the physical environment of Oxfordshire and how this supports the economy.

The directorate's principle contribution to equality is planning transport services so that communities have good access to public facilities and services and influencing the economy to give people access to jobs and skills. The directorate's Strategic Policy and Economic Development (SPED) unit is principally responsible for managing community urban and rural renewal projects.

Directorate / Service	Actions / Targets	Outputs / Achievements	Intended outcomes / Priority number
Environment & Economy, Business Support (S. Housam)	Continue the use of the 'Speedwell system' of language support.	Where staff have knowledge of a language they can provide immediate support to customers.	Individuals with a low level of English feel confident to 'drop-in' to Speedwell House. [2,6]
Environment & Economy, SPED (D. Waller)	Underpin the Area Programme with an analysis of black and minority ethnicity groups and collaborate with Adult Learning & Extended school services to target support where necessary.	Report produced by Research & Information to determine best allocation of regeneration funding.	Raise the employment levels of ethnic minority groups to that of the White British average. [1,6]
Environment & Economy, SPED (D Pettis)	Collaborate with BME business/ employers' networks to prevent employment discrimination.	Preventing employment discrimination is part of Oxfordshire's Economic Partnership action plan.	Raise the employment levels of ethnic minority groups to that of the White British average. [1,4,6]
Environment & Economy, SPED (D. Waller)	Determine demographic impact of 'new EU migration'.	The Council has evidence that is being used to shape the Sustainable Community Strategy.	Sustainable Community Strategy underpins how services respond to new migration. [2,3,6]
Environment & Economy, SPED (D. Waller)	Report on the changing ethnicity demography of the County between 2001-11.	A first draft detailing Oxfordshire's changing demography for 2001,2006 &	Report underpins how services allocate resources. [2,3,6]

		2011.	
Environment & Economy Transport (Steve Howell)	Consult 'new EU' & black and minority ethnicity communities on public transport.	ORCC and the directorate facilitate parish councils to more effectively reach minority groups for statutory consultation.	Consultation informs planning of transport development. [2,4]

Corporate Core

The Corporate Core sets the strategic direction on broad policy, finance and organisational change issues.

Areas with a specific role in promoting race equality include Customer First, Corporate Strategies and Human Resources. The Corporate Core aims to ensure that all staff members are treated fairly and residents of Oxfordshire are given a say in the running of their Council.

Directorate / Service	Actions / Targets	Outputs / Achievements	Intended outcomes / Priority number
Change– Customer First (Debbie. Dent)	Improve customer services through identifying and responding to the diverse needs of Oxfordshire residents.	Guide to achieving the equality principles of Charter Mark (customer service award).	To achieve Charter Mark as a recognition of improved customer service provision for all of Oxfordshire’s customers. [3,6]
Change – Customer First (Carole Stow)	Updating the consultation strategy to provide guidance on consulting different ethnic communities and reaching groups that may be previously overlooked.	Revised consultation guidance.	Public consultation is of a standard that represents the diverse views from across Oxfordshire. [3,6]
Change – Human Resources (S. Corrigan)	Evaluate what social barriers exist to recruitment to the Council and what projects can be successful in overcoming this.	Evaluation produced.	In helping remove barriers to employment for people who wouldn’t previously apply to the Council the organisation can draw upon a broader range of skills. [6]
Change – Human Resources (S. Corrigan)	Facilitate the development of a representative workforce	Racial profile of the workforce matches the population over 5 years.	The County will be able to draw upon a breath of knowledge & skills to respond to the needs of the community. [6]
Strategy – Partnership Working (G. Davies)	Community Engagement Project – With Oxford City to develop and support community leadership within different ethnic minority communities.	Deliver training sessions on local governance for individuals from different ethnic communities.	The aim is to develop champions within communities that can support and direct other individuals as to where they can receive help. [4]
Strategy – Partnership Working (A. Harper-	Support the Council to fulfil its legal requirements under the Race Relations	Race Equality Scheme	Council services are better able to respond to the needs of their diverse communities.

Smith)	(Amendment) Act.		[2,3,4,6]
Strategy – Partnership Working (Richard Brooks/ D. Mahabir/ V. Trafford/ A. James/ J. Disley)	Promote key points of Race Equality Scheme and available resources such as the Guide to Culture and Faiths to all staff through equality groups.	Promotion campaign.	Survey of front-line staff finds that over 50% aware of the Race Equality Scheme <u>and</u> associated support materials resources e.g. Translation Service, documentation. [3,6]
Strategy – Partnership Working (Richard Brooks / M Lloyd)	Develop the Social Inclusion Reference Group and monitor improvements in key social inclusion outcomes.	Consult relevant community groups on key policies.	The Council’s Cabinet Portfolio holder is confident in understanding community needs. [3,4]
Strategy – Partnership Working (M Lloyd / G. Davies)	Support the development of effective community organisations to represent Oxford’s different ethnic minority community needs.	Improved capacity in the voluntary sector.	Different BME and cultural views are given a more effective voice in shaping the policy of public services. [4]
Strategy – Partnership Working (R Brooks)	Develop guidance to help Council functions better plan their services to their communities.	Demographic, research guidance and consultation resources.	Improvement in service delivery is monitored. [3]
Strategy – Partnership Working (A. Harper-Smith / R Brooks)	Provide community leadership to respond to major cohesion issues such as large-scale migration.	Coordinate response to migration.	The Council ensures that services are able to respond to migration and hence prevent tensions rising between settled & incoming communities. [2,3]
Strategy – Partnership Working (A. Harper-Smith; N. Kirkwood)	Work with partner agencies, the media, & Oxfordshire Magazine to ensure accurate and balanced information about race, migration and travellers is conveyed to the public.	Factual articles within Oxfordshire Magazine, corrections to any inaccurate media reports.	Ensure public dialogue on community issues is properly informed and not distorted by inaccurate or inflammatory information. [2,3]
Finance – Procurement (S. McHale)	Support measures to improve access for small enterprises to bid for Council contracts.	Develop a more diverse range of channels for advertising contracts.	More small private and social businesses are aware and are able to bid for Council business. [6]

3.

3-Year Rolling Schedule of Equality Impact Assessments

Year 1: To be completed by 31.12.2008
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Corporate Core

Strategy

- Corporate complaints process
- Appellate processes (e.g. education appeals)
- Service planning, appraisals & risk
- Performance management & Best Value Reviews
- Support, advice and guidance to scrutiny process
- Oxfordshire Community Partnership and Local Area Agreement
- Partnership Working governance & communications
- Customer Service Strategy, standards, implementation & monitoring
- Statutory Equality Schemes, implementation & monitoring
- Social Inclusion Action Plan, implementation & monitoring
- Local Area Working, implementation & monitoring
- Voluntary Sector Compact, implementation & monitoring

Change

- Managing external media
- Corporate publications & design
- Internal communications & corporate website
- Human Resources Strategy, implementation & monitoring
- Internal recruitment & employment
- Staff and organisation development, retention, succession

Community Safety & Shared Services

Fire & Rescue Service

- Overarching Integrated Risk Management Plan (IRMP)
- "Walk the Talk" Diversity strategy
- Annual Service Support Plan
- Annual Service Delivery Plan

Emergency Planning

- Emergency Planning

Community Safety

- Gypsies & Travellers, management of sites, unauthorised sites, Traveller & settled community relations
- Crime and Disorder Reduction Partnerships
- Community Safety policies (e.g. Domestic Violence, Alcohol Related Disorder) & partnerships

Shared Services

- Occupational Health and Health & Safety

Environment & Economy

Sustainable Development

- Economic Development & Regeneration
- Data Observatory, Research and Intelligence
- Environmental & Rural Programme

Transport Service

- Sustainable transport (Better ways to School)

Children, Young People and Families

- Commissioning,
Strategy & Locality
Development
- 13 geographic localities

Social & Community Services

- Planning & Partnerships
- Contracts Unit
 - Emergency Duty Team
 - Special Transport
 - Supporting People
 - Community Development
- Business Support &
Performance
Management
Adult Care
- Access Team
 - Oxfordshire Language Service
 - Mental Health
 - Adult Protection
 - Adult Recording Guidance
- Cultural Services
- Cogges Manor Farm
 - Museums Resource Centre
 - Oxfordshire Record Office
 - Oxfordshire Studies
 - The Oxfordshire Museum
 - Victoria County History
 - Cultural Loans

Year 2: To be completed by 31.12.2009
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Corporate Core

- Strategy
- Councillors' development and local advocacy needs
 - Executive, council and committee business
- Change
- Change, efficiency savings & business improvement
 - County HR Policy Development
 - Job Evaluation
- Finance & ICT
- Procurement
 - Internal Audit
 - Service Continuity
 - ICT help desk
 - ICT application access & development of internet services

Community Safety & Shared Services

- Fire & Rescue Service
- Implementation of Integrated Risk Management Plan
 - "Walk the Talk" Diversity strategy implementation
 - Annual Service Support Plan
 - Annual Service Delivery Plan
- Shared Services
- Administration of Pensions Service

Environment & Economy

- | | |
|---------------------------|---|
| Sustainable Development | <ul style="list-style-type: none">• Spatial & Community Planning• Spatial and Mineral and Waste Planning• Developer Funding• District Consultation• County Archaeology• Development Control, Minerals & Waste, internal• Countryside Service, public access to countryside• Countryside Service, preservation of the countryside• Environment• Mineral working, waste management and disposal• Waste public information• Advise on archaeological policy |
| Transport Service | <ul style="list-style-type: none">• Public transport development• Provision of subsidised bus services• Public transport information• Protection of highway rights |
| Business Support Property | <ul style="list-style-type: none">• Office Services/Reception – Speedwell House• Operational asset management (maintenance, leases, link to facilities management)• Project Delivery• Strategic Asset Management (i.e. future needs)• Information & Support• Affordable Housing |

Children, Young People & Families

- | | |
|--|--|
| Children and Families | <ul style="list-style-type: none">• Early Learning & childcare• Integrated early intervention, included Extended Services• Looked After Children |
| Young People and Access to Education | <ul style="list-style-type: none">• Youth support including Connexions• Youth offending• Special Educational Needs, disability and access |
| Raising Achievement | <ul style="list-style-type: none">• Schools causing concern• National strategies• Management of School Improvement Partners• Ethnic Minority Achievement |
| Commissioning, Strategy and Locality Development | <ul style="list-style-type: none">• Health improvement including Teenage Pregnancy, CAMHS, and Healthy Schools• Planning performance and communications, including Equalities, ICT and data |

Social & Community Services

- | | |
|-----------------------------|---|
| Social Care for Adults | <ul style="list-style-type: none">• Learning Disabilities (and partnerships)• Older People• Physical Disabilities• Care Services Placement• Occupational Therapy• Carers• Care Services Placement• Home Support• Direct Payments• Fair Access to Care |
| Cultural and Adult Learning | <ul style="list-style-type: none">• Libraries as a learning environment• Libraries and services for children• Libraries as an information provider• Libraries, stock management & responding to demand• Libraries, widening access & identifying barriers to the use of library services.• Art Initiatives |

Year 3: To be completed by 31.12.2010

Corporate Core

- | | |
|----------|--|
| Strategy | <ul style="list-style-type: none">• Support for Chief Executive, Leader and Deputy Leader• Legal guidance and representation to the Council• Coroners Records• Corporate Information management |
| Finance | <ul style="list-style-type: none">• Financial accounting• Financial planning and standards |

Community Safety & Shared Services

- | | |
|-----------------------|---|
| Trading Standards | <ul style="list-style-type: none">• Community outreach & protection• Business standards, advice, monitoring, enforcement |
| Shared Services | <ul style="list-style-type: none">• Customer service & access |
| Fire & Rescue Service | <ul style="list-style-type: none">• Revision of Integrated Risk Management Plan• Review of "Walk the Talk" Diversity strategy• Annual Service Support Plan• Annual Service Delivery Plan |

Environment and Economy

- | | |
|-------------------|--|
| Transport Service | <ul style="list-style-type: none">• Integrated transport strategies• Highway development control advice• Road safety education, training and publicity• Local Transport Plan• Deliver schemes in the Transport Capital Programme• Management/implementation of maintenance and repair programme• Parking enforcement |
| Business Support | <ul style="list-style-type: none">• Library/Information Service |

Children Young People & Families

- Young People & Access to Education
 - Inclusion, behaviour support, attendance
 - Admissions
- Children & Families
 - Family support and assessment
 - Safeguarding and quality assurance
- Raising Achievement
 - 14 ~ 19 Strategy
 - School organisation, property and assets
 - Quest
- Commissioning, Strategy and Locality Development
 - Commissioning and partnerships, including business support, funding and contracts
 - Locality and workforce development
 - Participation and Children's Rights

Social & Community Services

- Cultural, Adult Learning and Registration Service
 - Adult Learning, staff development, delivery of programmes, widening participation
 - Music opportunities & curriculum support for schools
 - Register all births, deaths and marriages as required
 - Civil marriage ceremonies
 - Register church weddings as required
 - Record of births, deaths and marriages
 - Provide certified copies of Register entries
 - Celebratory ceremonies (civil funerals, baby naming ceremony, renewal of vows and commitment ceremonies)
 - Citizenship ceremonies

Appendix 1 Race Equality Scheme Action Plan

Outcome 1: Improving quality of life.

Responsibility	Target date	Actions	Outputs	Outcome
Corporate Strategies Team	31 December 2007	Identify race equality priorities, actions and targets with the Social Inclusion Reference Group, directorates, through research and via other consultation.	An approved Race Equality Scheme	Service planning at all levels within the County Council is undertaken with the aim of eliminating discrimination or harassment by race whether intentional or otherwise and ensuring equality of opportunity and good race relations.
The Cabinet	15 January 2008	Agree the Race Equality Scheme.		
Corporate Strategies Team	31 January 2008	Publish the Race Equality Scheme.		
Corporate Strategies Team	31 January 2008 / annual review	Publicise the Race Equality Scheme, internally and externally.		
Corporate Strategies Team	Review March 2009 / 10 / 11	Support consistent implementation and monitoring of Race Equality Scheme.		
Corporate Strategies Team	Review March 2009 / 10 / 11	Involve the Social Inclusion Reference Group in preparation and publication of annual Race Equality Scheme reports.		
Corporate Strategies Team	March 2011	Review overall progress and revise the Race Equality Scheme within 3 years.		
The Cabinet	15 January 2008	Agree 3-year rolling programme of Equality Impact Assessments as part of the Race Equality Scheme.	Equality Impact assessments	
All Directorates	April – Dec. 2008 / 09 / 10	Implement programme of Equality Impact Assessments		

All Directorates	October 2008 / 09 / 10	Monitor race equalities as part of business plan reviews and updates.	Service, directorate and corporate plans reflecting race equality priorities	
Human Resources / Shared Services	Review March 2009 / 10 / 11	Ensure equalities issue are fully examined as part of current rolling plan of HR policy reviews.	HR policies which reflect race equality priorities	
Human Resources / Shared Services	Review March 2009 / 10 / 11	Consider equalities issues in the context of Establishment Review Monitoring		
Cabinet Member for Change Management	Review March 2009 / 10 / 11	Review race equalities issues as part of the production of Change Board programmes	Change Board Programmes which reflect race equality priorities	
All Directorates	October 2008 / 09 / 10	Monitor race equalities as part of business plan reviews and updates.	Service, directorate and corporate plans reflecting race equality priorities	
Human Resources / Shared Services	Review March 2009 / 10 / 11	Ensure equalities issue are fully examined as part of current rolling plan of HR policy reviews.	HR policies which reflect race equality priorities	
Human Resources / Shared Services	Review March 2009 / 10 / 11	Consider equalities issues in the context of Establishment Review Monitoring		
Cabinet Member for Change Management	Review March 2009 / 10 / 11	Review race equalities issues as part of the production of Change Board programmes	Change Board Programmes which reflect race equality priorities	

Outcome 2: Better engagement with communities.

Responsibility	Target date	Actions	Outputs	Outcome
The Cabinet	15 January 2008	Agree 3-year rolling programme of Equality Impact Assessments (EQIAs) as part of the Race Equality Scheme.	Equality Impact Assessments	All our customers and those we serve are able to access the County Council and its services and are able to deal with the County Council without discrimination or harassment by race and in the pursuit of equality of opportunity and good race relations.
All Directorates	April – Dec. 2008 / 09 / 10	Implement programme of Equality Impact Assessments and assess new functions and policies.		
All Directorates	Oct – Dec 2008 / 09 / 10	Lead officers complete EQIA reviews.		
All Directorates	Oct – Dec 2008 / 09 / 10	Lead officers submit completed EQIA reviews		
Corporate Strategies Team / All Directorates	Jan – March 2009 / 10 / 11	EQIA reviews checked for quality and consistency and redrafted by lead officers, as necessary.		
Corporate Strategies Team	March 2009 / 10 / 11	Publication of EQIA reports.		
All Directorates	March 2009 / 10 / 11	Lead officers identify and address services / functions / policies which need developing or changing following EQIA reviews.		
All Directorates	April – June 2009 / 10 / 11	Lead officers ensure that developments or changes arising from EQIA reviews are implemented.		
	May – Sept 2009 / 10 / 11	Lead officers monitor and review actions implemented arising from EQIA reviews to determine their impact and modify changes, as necessary.		

All Directorates	June – Oct 2009 / 10 / 11	Lead officers collate and further develop monitoring information, as required, including arranging consultation exercises, as necessary.		
All Directorates	Review March 2009 / 10 / 11	Implement the scheme's race equality actions and targets, which set out practical steps to improve race equality, identified through existing data, research and consultation, research and existing data.	Service, directorate and corporate plans reflecting race equality priorities	
All Directorates	Review March 2009 / 10 / 11	Ensure that commissioned and contracted services meet our standards with respect to race equality.	Contracts with suppliers that promote race equality as required by statute.	

Outcome 3: A representative organisation.

Responsibility	Target date	Actions	Outputs	Outcome
All Directorates	Review March 2009 / 10 / 11	Report and address cases of harassment experienced by staff and service users.	HR policies and practices which reflect our race equalities priorities	Our staff and those with whom we work operate in an environment in which decisions are taken without discrimination by race and on the basis of equality of opportunity.
Human Resources / Shared Services	Review March 2009 / 10 / 11	Undertake regular equality monitoring of the workforce, applications, promotions and retention rates.		
Human Resources / Shared Services	Review March 2009 / 10 / 11	Undertake periodic equal pay audits for Green Book staff. Consider the most effective process to undertake an equal pay audit for non Green Book staff.		

Human Resources / Shared Services	Review March 2009 / 10 / 11	Take appropriate steps to ensure that under-represented groups are aware that the Council is an employer that values diversity and to bring all job vacancies to the attention of such groups.		
Human Resources / Shared Services	Review March 2009 / 10 / 11	Ensure that job advertisements make clear that the Council is an equal opportunities employer committed to promoting equality in employment.		
Human Resources / Shared Services	Review March 2009 / 10 / 11	Ensure that policies that promote a work-life balance are well publicised and implemented.		
Human Resources / Shared Services	Review March 2009 / 10 / 11	Ensure that appraisals and management of performance make reference to the duty to promote race equality where relevant to an employee's post and proportionate to seniority.		
Human Resources / Shared Services	Review March 2009 / 10 / 11	Monitor all applicants for and participants on training		
Human Resources / Shared Services	Review March 2009 / 10 / 11	Include information on the Council's Comprehensive Equality Policy at induction.		
Human Resources / Shared Services	Review March 2009 / 10 / 11	Monitor disciplinary action and grievances by race.		

Human Resources / Shared Services	Review March 2009 / 10 / 11	Monitor all leavers by reasons for leaving and race.		
Human Resources / Shared Services	Review March 2009 / 10 / 11	Ensure that the Race Relations (Amendment) Act 2000 is integrated into appraisal and recruitment / selection training.		
Human Resources / Shared Services	Review March 2009 / 10 / 11	Ensure all data from monitoring is treated in confidence in accordance with the Data Protection Act 1998.		
Human Resources / Shared Services	Review March 2009 / 10 / 11	Publish a yearly equal opportunities report, to include results of HR monitoring and report to Social Inclusion Reference Group.		
Human Resources / Shared Services	Review March 2009 / 10 / 11	Report on and seek to improve performance indicators on the % of staff from BME groups and the top 5% of earners from BME groups.		
Human Resources / Shared Services	Review March 2009 / 10 / 11	Analyse statistics and results of monitoring and remedy any problems through policy changes and training.		
Human Resources / Shared Services	Review March 2009 / 10 / 11	Monitor staff survey to ensure race equality issues are identified and addressed.	Consultation of staff	

Appendix 2: Analysis of ethnicity in Oxfordshire

Table 1: Resident population by ethnic group in Oxfordshire districts.

	Oxfordshire	Cherwell	Oxford	South Oxfordshire	Vale of White Horse	West Oxfordshire
All people	605,488	131,785	134,248	128,188	115,627	95,640
White British	544,572	121,935	103,041	120,292	107,862	91,442
White Irish	7,525	1,407	2,898	1,289	1,176	755
Other White	23,947	3,285	11,009	3,946	3,821	1,886
Mixed White and Black Caribbean	2,132	488	1,030	258	194	162
Mixed White and Black African	807	184	380	86	79	78
Mixed White and Asian	2,253	401	974	327	330	221
Other Mixed	1,911	383	855	252	257	164
Indian	4,068	771	2,323	387	415	172
Pakistani	4,007	1,100	2,625	79	146	57
Bangladeshi	1,184	81	878	103	66	56
Other Asian	1,221	195	645	162	167	52
Black Caribbean	2,453	393	1,664	206	116	74
Black African	2,046	235	1,408	191	128	84
Other Black	503	84	296	47	28	48
Chinese	3,849	422	2,460	297	499	171
Other Ethnic Group	3,010	421	1,762	266	343	218

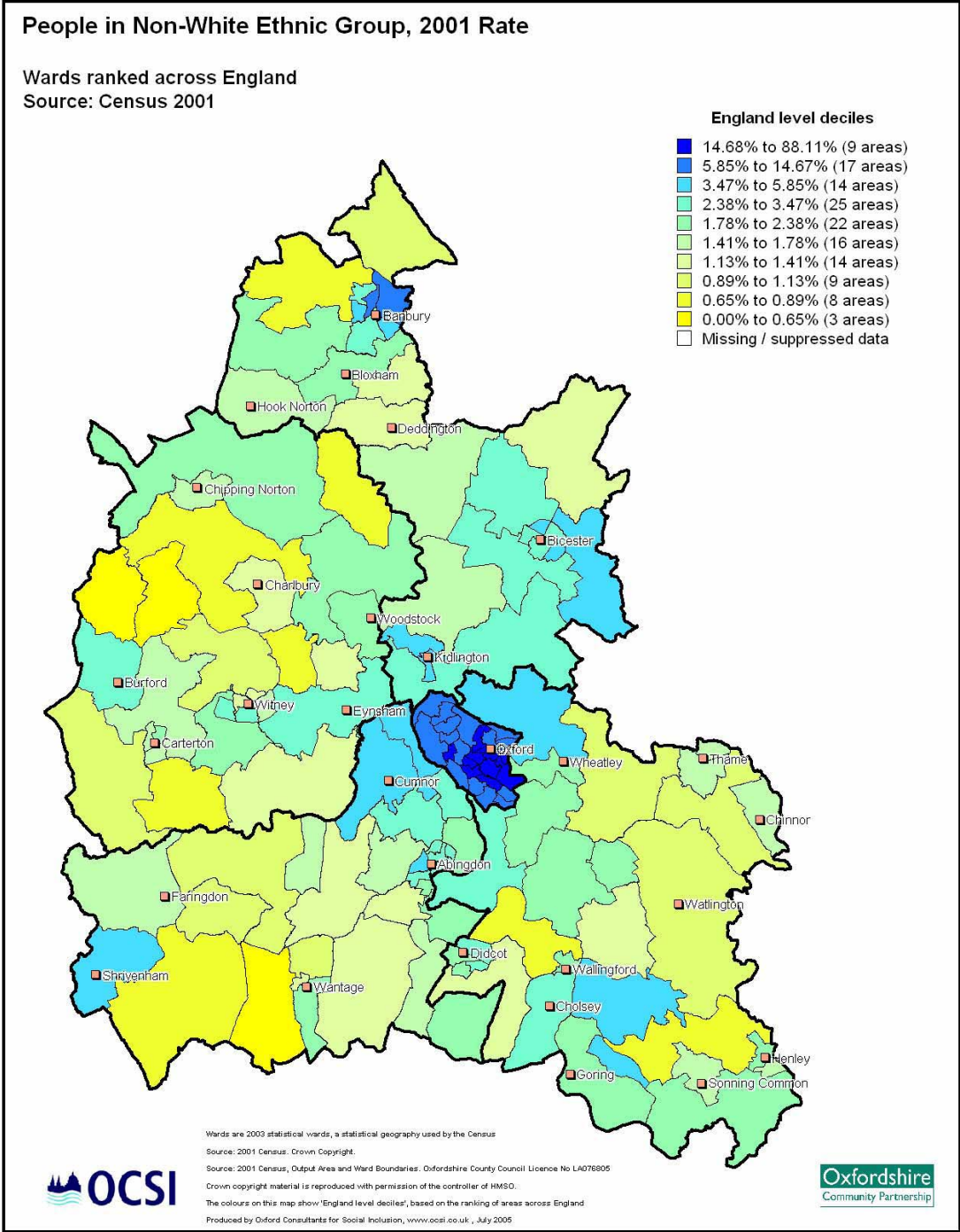
Source: ONS Census 2001 crown copyright table KS06

Table 2: Resident population by ethnic group in Oxfordshire towns.

	Oxfordshire	Oxford	Banbury	Bicester	Didcot	Abingdon
All people	605,488	134,248	41,873	28,764	23,520	31,389
White British	544,572	103,041	38,117	26,757	22,192	28,926
White Irish	7,525	2,898	493	315	204	342
Other White	23,947	11,009	778	627	509	1,110
Mixed White and Black Caribbean	2,132	1,030	157	169	64	74
Mixed White and Black African	807	380	73	25	20	28
Mixed White and Asian	2,253	974	127	92	45	90
Other Mixed	1,911	855	116	107	47	99
Indian	4,068	2,323	360	132	81	166
Pakistani	4,007	2,625	973	24	14	55
Bangladeshi	1,184	878	18	27	32	14
Other Asian	1,221	645	62	25	24	45
Black Caribbean	2,453	1,664	118	135	29	44
Black African	2,046	1,408	98	42	36	33
Other Black	503	296	30	22	10	9
Chinese	3,849	2,460	143	96	92	169
Other Ethnic Group	3,010	1,762	142	78	55	88

Source: ONS Census 2001. Extracted from data tool provided to the Oxfordshire Data Observatory by Oxford Consultants for Social Inclusion (OCSI).

Map 1: The proportions of people from non-white ethnic groups across Oxfordshire, with rankings based on the distribution across England as a whole.



Source: *Oxfordshire in Detail*, produced by Oxford Consultants for Social Inclusion (OCSI) for Oxfordshire County Council's Social Inclusion Reference Group.

“Formate alternative te ketij publikimi ofrohen me kerkese. Kjo perfshin dhe gjuhe te tjera, me shkronja te medhaja, shkronja per te verberit, kasete degjimi, disk kompjuteri ose email.”

Albanian

আপনি যদি অনুরোধ করেন তাহলে এই পুস্তিকাটি বিকল্প ছাঁদে, যেমন, অন্য কোনও ভাষায়, বড় হরফে, ব্রেইলে, অডিও-ক্যাসেটে, কমপিউটারের ডিস্কে বা ইমেলের মাধ্যমে পেতে পারেন।

Bengali

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Chinese

प्रार्थना करने पर यह प्रकाशन दूसरे रूपों में प्राप्त किया जा सकता है। जिस में सम्मिलित है, दूसरी भाषाओं में, बड़े छापे में, ब्रेअल, सुनने की टेप पर, कम्प्यूटर की डिस्क पर या ई-मेल द्वारा।

Hindi

“ਇਹ ਪੁਸਤਕ ਬੇਨਤੀ ਕਰਨ ਤੇ ਹੋਰ ਰੂਪਾਂ ਵਿਚ ਵੀ ਉਪਲਬਧ ਹੈ। ਜਿਵੇਂ ਕਿ ਹੋਰ ਭਾਸ਼ਾਵਾਂ ਵਿਚ, ਵੱਡੇ ਛਾਪੇ ਤੇ, ਬ੍ਰੇਲ ਵਿਚ, ਸੁਣਨ ਵਾਲੀ ਟੇਪ ਤੇ, ਕੰਪਿਊਟਰ ਡਿਸਕ ਜਾਂ ਈ ਮੇਲ ਤੇ।”

Punjabi

“اس اشاعت کو متبادل اشکال میں درخواست کرنے پر حاصل کیا جاسکتا ہے۔ اس میں دوسری زبانیں، بڑا پرنٹ، بریل (جسے اندھے چھو کر پڑھ سکیں)، آڈیو کیسٹ، کمپیوٹر ڈسک یا ای میل شامل ہیں۔”

Urdu

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**Draft Race Equality Scheme 2008-11
Cabinet 15 January 2008**

Adrian Harper-Smith
Corporate Strategies Manager
Corporate Core - Strategy
Oxfordshire County Council
County Hall, Oxford OX1 1ND

corporate.strategies@oxfordshire.gov.uk