

# Oxford City Council

## Race Equality Scheme

May 2002



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## **Message from the Leader**

Oxford is a city famous for its historic Universities and buildings and known throughout the globe as a leading centre of educational excellence. People from all over the world have come to Oxford to live, work and study. It reflects rich global diversity and cultural differences.

In that context, we welcome the Government's amendment to the Race Relations Act (1976), following the Inquiry into the death of Stephen Lawrence. The duty to promote race equality is important in all our spheres of activity as a public body serving all our citizens.

This Race Equality Scheme (RES) is itself an evolving document that local communities and other key stakeholders have an opportunity to shape and provide feedback on.

On behalf of the Executive Board and the Council, I hope this scheme is one step in ensuring that race equality is mainstreamed as everyone's business and make Oxford a prouder City.

*Alex Hollingsworth*  
Leader of the Council

## **Chief Executive's Statement**

A number of influences and factors, significantly the death of Stephen Lawrence in 1993, have led to the overhaul and amendments of the 1976 Race Relations Act. The Race Relations (Amendment) Act 2000 places a duty on public bodies actively to promote and pay due regard to racial equality.

It may be easy to view the Act as yet another piece of legislation and the Race Equality Scheme as an imposed bureaucratic system. However, the implementation of the Race Equality Scheme and the work required to meet the general and associated duties is paramount. It will act as a tool to enable the Council to achieve race equality and promote good race relations. Oxford possesses a rich and diverse culture. The community consists of people from different minority groups, with different backgrounds and beliefs.

It is these factors which make Oxford such an interesting place in which to live and work. Despite policies on equalities and diversity, and many examples of good work in reaching out to Black and minority communities, we still have a long way to go before the organisation is truly diverse.

Over the past year, I have steered the Council through a major reorganisation programme. The organisation now has twenty-three business units, each with a business plan, which outlines the business unit function, objectives and budgeted action plan. A performance management system has been put in place to ensure regular monitoring of our performance against our set targets.

To support this important corporate performance a performance appraisal system for all staff has also been introduced. This recognises that the organisation's most valued resources are the staff: they are critical in enabling us to meet our goals. The system will give the staff clear job descriptions, and personal development plans outlining corporate objectives and job targets. In this way all our staff will be aware of the part they play in contributing to the achievement of the City Council's corporate objectives.

It is not sufficient to have equality policies and schemes in place. Successful implementation of policies is dependent upon establishing clear action plans. The mechanism and processes that I have put in place will facilitate the mainstreaming of the Race Equality Scheme, thus enabling the Scheme to produce tangible outcomes and provide genuine equality in service delivery and employment.

***Marion Headicar***

## **Introduction**

This paper sets out the Race Equality Scheme for Oxford City Council in accordance with the Race Relations (Amendment) Act 2000.

As the Race Equality Scheme (RES) is a working document, views and comments from key stakeholders are welcome, particularly from black and minority ethnic communities. The RES clearly needs to be modified in line with feedback and consultation responses and will be updated within this first year and reviewed in subsequent years.

One of the core fundamentals of this scheme is to ensure mainstreaming within all aspects of policy and service delivery and as part of the annual business planning process. Mainstreaming means automatically considering the race equality dimension in everything that we do. Getting there involves equipping staff with the skills, knowledge, expertise and attitudes to do this so that they take responsibility for this as part of their professional practice.

The Diversity Co-ordinator will take a lead role in developing the RES in partnership with the Chief Executive, Strategic Directors and other Council staff. Members will also play an important role in providing valuable input and ownership throughout the local authority structure. Delivering on this important agenda is everyone's business and business managers and all levels of Council personnel will be supported in this process by guidance and facilitation by the Diversity Co-ordinator.

Monitoring and evaluation is also an important feature of this scheme and it is vital that any adverse affects are acknowledged and remedied at the beginning of the process. Members and officers, working together will monitor the impact and ensure that standards remain high across the board.

## **The Race Relations Act 1976**

The Race Relations Act 1976 makes it unlawful to discriminate against a person, directly or indirectly on racial grounds in: employment; education; housing; and in the provision of goods, facilities and services.

### **Types of Racial Discrimination**

Discrimination occurs when someone is treated less favourably because of his or her difference, but more often when someone's difference and needs are not recognised'

Direct discrimination consists of treating a person on racial grounds, less favourably than others are, or would be, treated in the same or similar circumstances. Segregation of a person on racial grounds is to be regarded as treating him or her less favourably.

Indirect discrimination occurs when a person applies a requirement or condition which is such that the proportion of persons from the same racial group who can comply is considerably smaller than persons who are not of that racial group; and it cannot be shown that the condition is justified irrespective of the racial origins of the person concerned; and it is to that person's detriment that he cannot comply.

### **Institutional Racism**

Direct or overt discrimination is less common and is more easily recognised. However, indirect discrimination and its effect are more insidious and more difficult to identify, especially in terms of both formal and informal organisation processes. This is described in the Stephen Lawrence Report as Institutional Racism.

This is defined as:

*'The collective failure of an organisation to provide an appropriate and professional service to people because of their colour, culture or ethnic origin. It can be seen or detected in processes, attitudes and behaviour which amount to discrimination through unwitting prejudice, ignorance, thoughtlessness and racial stereotyping which disadvantages minority ethnic people'.*

## **The Race Relations (Amendment) Act 2000**

The Race Relations Amendment Act 2000 extends the requirements under the 1976 Act to all functions. The new Act gives public authorities a new statutory duty to promote race equality. The aim is to help public authorities to provide fair and accessible services, and to improve equal opportunities in employment.

### **The General Duty**

The aim of the duty is to make the promotion of racial equality central to the work of the Council. The general duty also expects the Council to take the lead in promoting equality of opportunity and good race relations, and preventing unlawful discrimination.

In practice, this means that the Council must mainstream diversity and take account of racial equality in the day-to-day work of policy-making, service delivery, employment practice and other functions.

The Council must meet all three parts of the duty when carrying out its functions:

- eliminating unlawful discrimination;
- promoting equal opportunities;
- promoting good race relations between person of different racial groups

The Council will comply with the following requirements and must comply with the following specific duties: -

- assessing and consulting in the likely impact of its proposed policies on the promotion of race equality;
- monitoring its policies for any adverse impact on the promotion of racial equality;
- publishing the results of such assessments and consultation;
- providing public access to information about Council services
- training staff for delivery of the Race Equality Scheme.

As an employer the Council are bound by the following general duty on employment and must: -

- monitor, by racial group, their existing staff, and applicants for jobs, promotion and training

- monitor, by racial group, the number of grievances received from employees
- monitor, by racial group, the number of cases of disciplinary action that are taken
- monitor, by racial group, performance appraisals outcomes
- monitor, by racial group, the number of staff who received training, and the type of training
- monitor, by racial group, number of dismissals and people who leave the Council's employment.
- The Council must publish the results of such monitoring annually.

To record and monitor under the Scheme we are using the following categories from the 2001 census to define racial groups:

Black: Black British, Caribbean, African.

Asian: Asian British, Indian, Pakistani, Bangladeshi.

Mixed: White & Black Caribbean, White & Black African, White & Asian.

Chinese: Chinese.

White: British, Irish.

## **The Race Equality Scheme**

The Race Equality Scheme is a performance measurement tool and action plan which sets out how the Council intends to meet both the general and specific duties of the Race Relations (Amendment) Act 2000.

### **Aims of the Scheme**

The aim of the Race Equality Scheme is to provide the Council with a clear and focused action plan to turn rhetoric into reality.

Oxford City Council wants to achieve the following outcomes as a result of implementing the Race Equality Scheme:-

- organisational change within the Council, where the perception has moved from a mono-culture to one where equality is mainstreamed and is therefore embedded in delivery of services and employment and diversity is valued by all;
- a workforce that is representative of the population of Oxford City;
- a year on year increase in recruitment of people from black and ethnic minority communities within the Council;



- an increase of Black and minority staff in senior positions within the Council;
- more pro-active engagement in local democratic procedures from black and minority communities;
- improved access to services for black and minority communities;

### **Implementation of the Scheme**

The Race Equality Scheme will be integrated and mainstreamed into existing business plans and process, the objective being to ensure that race equality is seen as a core business requirement and not as an add on extra.

The responsibility for developing, delivering and monitoring the Scheme will lie with the Diversity Co-ordinator, working in conjunction with the Chief Executive, the Strategic Directors and Business Managers as well as elected members.

The Scheme is subject to consultation and full Executive Board approval.

### **Functions and policies relevant to the implementation of the Race Relations (Amendment) Act 2000**

What is meant by ‘functions and policies?’

The term ‘function’ means the full range of our duties and powers. This includes internal and external functions, policy development as well as service delivery.

In terms of the Act and the general duty, ‘policies’ means the full range of formal and informal decision that the Council makes in carrying out its duties. And all the ways in which it exercise its powers, or decides not to do so. Service delivery in this context, means the full range of external functions, including regulations and enforcement.

In order to identify the action needed to meet our general and specific duties under the Race Relations (Amendment) Act 2000; a working party consisting of business unit managers and senior officers was set up. The group worked through the following criteria to assess the relevance of all the

Council's functions and policies and ranked them in order of relevance and priority.

- Which functions are relevant to all or part of the general duty?
- How important are the functions or policies to the people of Oxford?
- Do they have a particular adverse impact on a particular section of the community?
- Have concerns been raised about any of the Council's functions or policies as a result of complaints?
- Have concerns been raised about any of the Council's functions or policies as a result of the Diversity Scrutiny Panel or the Overview and Scrutiny Committees?

This process led to a timetable for reviewing what action the Council would take to eliminate unlawful discrimination and promote equality of opportunity and good race relations.

## **Time table for reviewing Oxford City Council's Functions and Policies**

### ***2002/3 – Year 1***

Corporate Strategy  
Modernisation  
Strategic Policy  
Oxford Building Solutions  
Human Resources

### ***2003/4 – Year 2***

Property Management  
Neighbourhood Renewal  
Customer Services  
Leisure and Cultural Services

### ***2004/5 – Year 3***

Revenues and Benefits  
Housing Management  
Planning  
Homelessness  
Parks and Green Spaces  
Environmental Health  
Legal Services  
Financial Management  
Internal Audit  
Traffic Management  
Waste Management and Cleaning Services  
Information Services

This timetable is not fixed. Subject to consultation and feedback the priority order of functions can be moved. For example, Modernisation in Year 1 could be moved back to Year 2 and Leisure and Cultural Services could be re-prioritised and moved forward to Year 1.

## **Specific Duties**

### **Specific Duty A:**

#### **Monitoring existing functions and policies for any adverse impact upon the ability of the Council to act in accordance with its general duty.**

A review of the functions identified in Year 1 will be undertaken to monitor for any adverse impact and the results will be acted on.

The monitoring arrangements will aim to test:

- levels of participation, under or over representation of people from a particular racial group
- levels of satisfaction, whether or not all communities receive a good service
- levels of relevance whether the service or policy actually addresses the real needs of specific communities
- levels of appropriateness: that is whether the service is delivered in a way which is culturally sensitive and respectful.

The tools used to assess whether policies and service impact differentially or adversely on those from particular racial groups will include:

- measurement of levels of use;
- period of use of a particular service;
- satisfaction surveys;
- random interviews;
- analysis of type of complaints received.

If this monitoring identifies that a service or policy has, or is likely to have an adverse impact on those from a particular racial group, then business managers responsible for that service or policy will need to consider how best to address the differential of the impact.

### **Specific Duty B:**

#### **Arrangements for assessing and consulting on, the likely impact of proposed policies**

In order to meet the general duty all proposed policies will be assessed for their potential to promote race equality. Assessments will be based on evidence gathered in a variety of ways.

This assessment may include some or all of the following:

- analysis of historical and existing data and research findings: Best Value reviews, performance indicators; surveys including: - Talkback, small area
- surveys, the City's household surveys, scrutiny panel inquiries and project
- or specific topic reports from the single regeneration projects, for example, Barton, East Oxford Action Blackbird Leys.
- consultation with members of the Black and minority community
- consultation with Black and minority advocacy groups.

The Council when developing a new policy will carry out assessments using either historical data, existing surveys, including census findings and / or the mechanisms of the Area Committees. In the absence of specific data, consideration will be given to commissioning specific surveys or research data.

Where an assessment indicates that there has been or is likely to be adverse impact on good race relations, unfair discrimination or the denial of equality of opportunity, the Council will identify how the policy should be revised in the light of the assessment. It will examine whether:

- the Council meets the general duty
- the alternatives could meet the objectives without any adverse impact
- the adverse impact is unavoidable, and whether it can be justified; in relation to the aim and importance of the policy
- any measures that would help to reduce the predicated adverse impact and whether a second round of consultation should be undertaken.

#### ***Consultation***

*"Consultation is a process of dialogue that leads to a decision."*

For Oxford City Council, consultation means any systematic way that peo-

ple in Oxford can express their views of the Council's current services and policies, proposed new developments, spending priorities and vision for the future. We not only undertake to listen to people's views; we will also work to ensure that the results of consultation directly affect our policies and services.

Consultation involves establishing an on-going dialogue with people who currently use our services and those who might do so in the future; with staff who provide the services and with people and groups affected by those services.

It also means engaging formally with local communities. These might be communities of local residents, involved through local area committees or communities with the same interests, involved through forums such as the Equalities Forums. We will use bodies like these to agree local solutions to issues that make a real difference to people's quality of life in Oxford .

*Improving Oxford Together* is our consultation strategy. The strategy sets out a number of principles that aim to ensure that consultation will seek to be pro-active, and not merely an 'information exchange' exercise.

Any consultation undertaken will seek to be:-

**meaningful** – genuinely feeding into the decision-making process and timed to allow this to happen

**representative** – based on a proper cross-section of people from the that is likely to be affected by the policy.

**effective** – making a genuine impact on the policy development.

Our Consultation and Research Co-ordinator is based within the Best Value team in the Chief Executive's Department. She co-ordinates a corporate Consultation Officers' Group, which includes officers from each service department with responsibility for consultation.

The Consultation Co-ordinator has produced guidelines titled How to consult with people in Oxford. The guidelines contain information on principles of public consultation; recommends techniques for consultation and examines the advantages and disadvantages of different techniques. the guidelines will be made available to any officer carrying out consultation.

The consultation may include any or all of the following:

***The Forward Plan*** is a document published by the Leader of the Executive Board giving advance notice that key decisions are to be taken. The document aims to give the public the opportunity to know what decisions are to be taken and who is taking them, to read the

background papers and comment if they wish.

Work will be undertaken with the Consultation Officer and Consultation Officers Group on how the format of the Forward Plan can be made more accessible to the public.

**Talkback** is our citizens' panel. We regularly survey a panel of approximately 1,400 residents about their views.

**Consultation events – roadshows** – A series of roadshow events will be held at various venues around the City with member and officer involvement. The aim of the road shows will be twofold: - to give information about the Race Equality Scheme and act as a mechanism for consultation.

**Focus Groups** – working with voluntary organisations, faith groups and advocacy groups we will set up: focus groups, interviews; discussion groups and face to face interviews

**Area Committees** – utilising the six area committees as a consultative mechanism

To ensure an effective integrated programme of consultation and not subject the community to over-consultation, a close role will be maintained with the Consultation Co-ordinator.

**Specific Duty C:**

**Publishing the results of assessments/consultations on existing and proposed policies.**

The results of all assessment, consultation and monitoring will be available (in an anonymous form) to anyone who asks for them. In addition, a summary and assessment of equality monitoring (including any evidence of unfair discrimination) and how the results of the monitoring and consultation have developed policy and practice will be available through the Council mechanisms:

Medium	Target Audience	Message	Frequency
Internal Newsletter New Directions	All staff and Councillors	Corporate newsletter to update staff and Councillors on Council news and management issues	Ten issues a year
City News	All staff and Councillors; Residents and Businesses in Oxford	Free Council newspaper delivered to all households in Oxford to provide information on policies and services	Three editions a year: July, October & February
Best Value Performance Plan	All staff and Councillors; Residents and Businesses in Oxford	Annual publication required as part of Best Value legislation to provide information on how the Council works and the services provided, performance over the last year and plans for improvement	Published by 31 <sup>st</sup> March
Web site	All staff and Councillors; Residents and Businesses in Oxford and other interested parties	General Information about the Council's policies and services	On-going
Tenants Issues Newsletter	All staff and Councillors; Tenants and leaseholders	Free newsletter delivered to all City Council tenants and lease holders to provide information on work of Housing Management	Four editions a year
Single Regeneration Projects East Oxford Action	All staff and Councillors; Residents and Businesses in East Oxford and other interested parties	Free newsletter delivered to all Residents and Businesses in the East Oxford Area – provides information on the regeneration project	Four editions a year



Links will also be made to utilise community and voluntary sector newsletters and publications to disseminate information on the Scheme.

The Council will publish the following:

***Assessment***

- description and explanation of the policies we propose introducing and a brief account of how we assessed their likely effects, including any consultations carried out at this stage;
- summary of the results of our assessment;
- review of our proposed policy (or policy options) in the light of our assessment; and
- statement of what we plan to do next.

***Consultation***

- why we carried out the consultation;
- how we went about it;
- summary of the consultation results;
- assessment of the proposed policy (or policy options) in the light of the responses we received; and
- statement of what we plan to do next.

***Monitoring***

We will ensure that the appropriate form of monitoring will be applied to each function and service. We will also publish the monitoring of the effects of action taken to ensure that improvements are being made.

The Council recognises that when it publishes data under the employment duties, it needs to take into account the confidentiality of the data derived from staff. The Council will not publish information in a form that might identify an individual.

### **Specific Duty D:**

#### **Ensure Public Access to Information about Council Services and Access to Services**

Oxford City Council is committed to delivering a high level of service quality to all our customers. Communication about our services is the first point of access to, and a key part of, those services.

Information about Council's services can currently be found in:

- the Council's web-site;
- the Best Value Performance Plan;
- a variety of general or service specific leaflets.

We will use clear communication to help people access our services easily. We will, at all levels of the Council and regardless of the medium we are using, say what we mean clearly and accurately.

The clear communication policy will apply to communication within the Council and between the Council and the people of Oxford.

#### ***Clarity***

- When we write in English we will write in Plain English, as defined by the Plain Language Commission and the Plain English Campaign. We will not use jargon. We will use Plain English whether we are writing mass circulation leaflets, minutes, internal reports or letters to individual members of the public.
- We will use easy-to-read fonts and font sizes as outlined in the Council's Clear Print Guidelines.
- We will design Council stationery so that the responsible officer's name, direct phone number, and email address are immediately clear.

#### ***Access***

- We will ensure that all our customers can access our services on equal terms.
- We will be accessible across the full range of available media.
- We will have arrangements in place so that messages can be taken and responded to if we are not at our desks when the phone rings or if we are called outside ordinary office hours.

### ***Honesty***

- We will publish Council policies. We will ensure that our staff understand the policies that drive our service delivery.
- When we make commitments we will say what we realistically can achieve as well as what we would like to achieve.
- If we do not know the answer to a question we will say so, and then find out what the answer is. We will not answer incorrectly or fudge the issue.

### ***Efficiency***

- We will respond promptly and in accordance with corporate standards to all enquiries, whether made in writing, by telephone, by electronic media or face-to-face.

### ***User Consultation***

- We will encourage and respond to feedback from service users.

### ***Confidentiality***

- We will respect confidentiality.

### ***Courtesy***

- We will treat our customers as we would wish to be treated ourselves when we use services.

### ***Access to Services***

The Council aims to ensure equality of access to services for Black and Minority groups in the following ways:

- by engaging all sectors of the community
- by ensuring that people from all communities within Oxford know about the services we provide
- by ensuring that people from all communities within Oxford are confident about using our services
- by ensuring that people from all communities within Oxford do not meet unreasonable barriers when accessing our services.

The Diversity Co-ordinator and officers in the Neighbourhood Renewal Unit have networks and links with bilingual community development workers, community organisations and faith groups. Officers will register all

enquiries to build up a pattern of information needed, languages used and any perceived barriers to information and services.

### ***Complaints***

The Council has agreed on the following definition of a complaint, which will apply across all areas of Council activity:

*“Dissatisfaction with an aspect of any service provided by the Council or its staff”.*

We have put in place a common procedure for handling complaints. We will endeavour to respond to complaints ten working days from the receipt of the complaint, and provide appropriate training for officers who handle complaints.

If a complaint comes from a member of staff, and concerns employment related issues, then the complaint will be dealt with under existing employment procedures.

If a complaint comes from a member of the public who raises concern about a particular policy or service, then the nominated officer with responsibility for complaint handling will deal with it.

The Council welcomes any feedback on the implementation of the general and specific duties through its Race Equality Scheme.

### **Specific Duty E:**

#### **Training staff for management and delivery of the Race Equality Scheme**

The Council will provide race equality training to all its staff with the objective of raising awareness on race issues, eliminating any unfair discrimination in service delivery, understanding the application of the Race Equality Scheme and the obligations of the Council under the general and specific duties. Front line staff will receive specific training appropriate to their role within the Council.

The training we provide will aim to equip all staff with a general understanding of race equality issues as they affect public authorities including the concept of “institutional racism”. This will involve general race equality training and cultural awareness, as well as service specific training. Training will also be integrated into regular departmental meetings by providing a regular opportunity for departmental equality representatives to disseminate information to their colleagues. We are also looking at how best to include race equality issues within the staff handbook and business managers’ toolkit.

#### ***Outsourced Services***

The Council in developing this Scheme is very conscious that certain functions are contracted out to bodies in the public and private sector. As a client, we are legally responsible for ensuring that the contracted service is delivered in a way that is compliant with the Race Relations (Amendment) Act 2000.

We will need to determine which of our contracted services are relevant to the general duty, and where they are, ensure that monitoring and mechanisms for impact assessments are put in place. Further guidance will be issued by the Commission for Racial Equality at the end of May 2002.

### **Specific Duty F: Employment**

The Council will collect and monitor by racial group (and gender and disability) information on:

- the numbers of staff in post and at what grade
- the numbers of applicants for employment, training and promotion
- the numbers of staff who receive training
- the numbers of staff who are involved in grievance procedures
- the numbers of staff who are subject to disciplinary procedures and
- the numbers of staff who cease employment with the Council.

Results of this monitoring will be included in the annual Performance Plan. Any data, which identifies patterns of inequality, will also be included. This will be accompanied by positive action being undertaken to remove identified barriers and promote equality of opportunity.

#### ***Positive Action***

The Race Relations Act 1976 does not allow positive discrimination or affirmative action - in other words, an employer cannot try to change the balance of the workforce by selecting someone mainly because she or he is from a particular racial group. This would be discrimination on racial grounds, and unlawful.

However, employers and others can take positive action to prevent discrimination, or to overcome past discrimination. Where, over the previous twelve months, no-one from a particular racial group or only very few persons from that racial group, have been doing a certain type of work then it is lawful to offer training only for people from that racial group or to encourage people from that racial group to apply.

The aim of positive action is to ensure that people from previously excluded ethnic minority groups can compete on equal terms with other applicants. It is intended to make up for the accumulated effects of past discrimination. Selection itself must be based on merit and treat all applicants equally. The law does not compel employers to take positive action, but it allows them to do so .

#### **Monitoring the implementation of the Scheme**

We have a computerised performance targets database in place. The action plan for the Race Equality Scheme will put onto the database to enable the objectives and outcomes to be monitored and any slippage to be addressed.

Both hard data (statistical information; surveys; performance indicators) and soft data (perceptions, anecdotal evidence) will be used to quantify the success of the Race Equality Scheme.

Quarterly monitoring reports will go to the Strategic Management Board, the Executive Board and the Finance and Performance Management Overview and Scrutiny Committee (and other Overview and Scrutiny Committees) where relevant.

# **Appendix 1**

## **About Oxford City Council**

Oxford City Council is the democratically elected body for Oxford. In partnership with others we provide a wide range of services for approximately 149,000 residents, plus 83,000 people who work in Oxford, and 5 million people who visit the city every year.

Oxford City Council is a District Council. It runs the following local planning, housing, environmental health, electoral registration, refuse collection, leisure services and parks, markets and fairs, tourism, and cemeteries and crematoria.

Following a review by the Local Government Commission (LGC), the electoral boundaries in the city have changed. The review aimed to make sure that wards have a more equal number of voters. Previously, the city was divided into 17 wards, each with three councillors. Under the new arrangements, the city is divided into 24 wards – each represented by two councillors.

The new boundaries were used for the first time in the City Council elections on Thursday 2 May 2002, when all 48 seats on Oxford City Council were up for election. As a result of those elections, the Council is run by a Labour administration.

The current political balance on Oxford City Council is:

- Labour: 29
- Liberal Democrat: 15
- Green: 3
- Independent: 1

Of the 48 Councillors, four are members of minority ethnic groups.

## **Political Structures**

On October 16, 2001, we replaced the committee system with a new streamlined decision-making process

- Full Council
- The Executive Board
- Overview and Scrutiny Committees
- Six area committees



## **Full Council**

The Full Council of 48 members decides on policies, strategies and local area budgets, and elects the Executive.

## **The Executive Board**

The Executive Board consists of ten councillors, including a leader. The Board carries out of the City Council's functions that are not the responsibility of any other part of the City Council.

## **Overview and Scrutiny Committees**

The Finance and Performance Management Overview and Scrutiny Committee has responsibility for all aspects of the Council's budget; and for the management of the Council's resources including personnel policies, financial management, asset management and other support services.

The Economic and Social Wellbeing Overview and Scrutiny Committee has responsibility for the management of the social and economic development of the City, including neighbourhood regeneration; policies and strategies of the Council and other bodies which affect the economic, social and political resources available to individuals to enable them to participate fully in society and for liaison with the voluntary sector.

The Environment Overview and Scrutiny Committee has responsibility for the physical environment of Oxford; the provision, planning and management of the built and natural environment, including leisure facilities and transport issues.

## **Area Committees**

The Council has six area committees covering the following areas:

North  
Northeast  
East  
Iffley-Leys  
South-West/Central  
Cowley

- Area Committees are designed to increase the local perspective in decision-making.
- All Area Committee meetings are open to the public, and anyone can attend.
- Any member of the public can speak on a local issue for up to five minutes.

- Members of the public can suggest an item to be placed on the agenda of the Committee serving the area they live in.

Each Area Committee consists of local Ward Councillors and will meet at venue in their community every month. It will take decisions on a range of issues affecting the local area, including some planning applications.

### **Management Structures**

We have also restructured the officer arm of the Council in order to bring a more efficient, corporate approach to service delivery.

We have:

- appointed three strategic directors to replace five operational directors
- created 23 new business units, each headed by a Business Manager.

Business managers have received training about the business planning cycle, performance management, finance and appraisal. Further management training will be rolled out over the coming 12 months. Two key decision-making structures are now in place within the officer structure.

### **Strategic Management Board**

The Strategic Management Board (SMB) consists of the Chief Executive, The Strategic Directors and the Managers of the three strategic business units. Its purpose is to:

- take strategic decisions and make recommendations to the Executive Board, in particular:-
  - ◆ budget (General Fund & Housing Revenue Account)
  - ◆ performance management (BVPP, BVPIs)
  - ◆ change management programme
  - ◆ development of key strategic partnerships
  - ◆ development of key strategic policy
- forward plan key decisions and scrutiny activities

### **Corporate Management Group**

The Corporate Management Group consists of the Chief Executive, Strategic Directors, all Business Managers, the Area Co-ordinators and the Head of Scrutiny. Its main purpose are:

- To influence and inform the activities of SMB and recommendations made to Executive Board

- To deliver corporately the policy and decisions of SMB and Executive Board
- To provide a discussion forum for Business Managers.

### **Business Planning Framework**

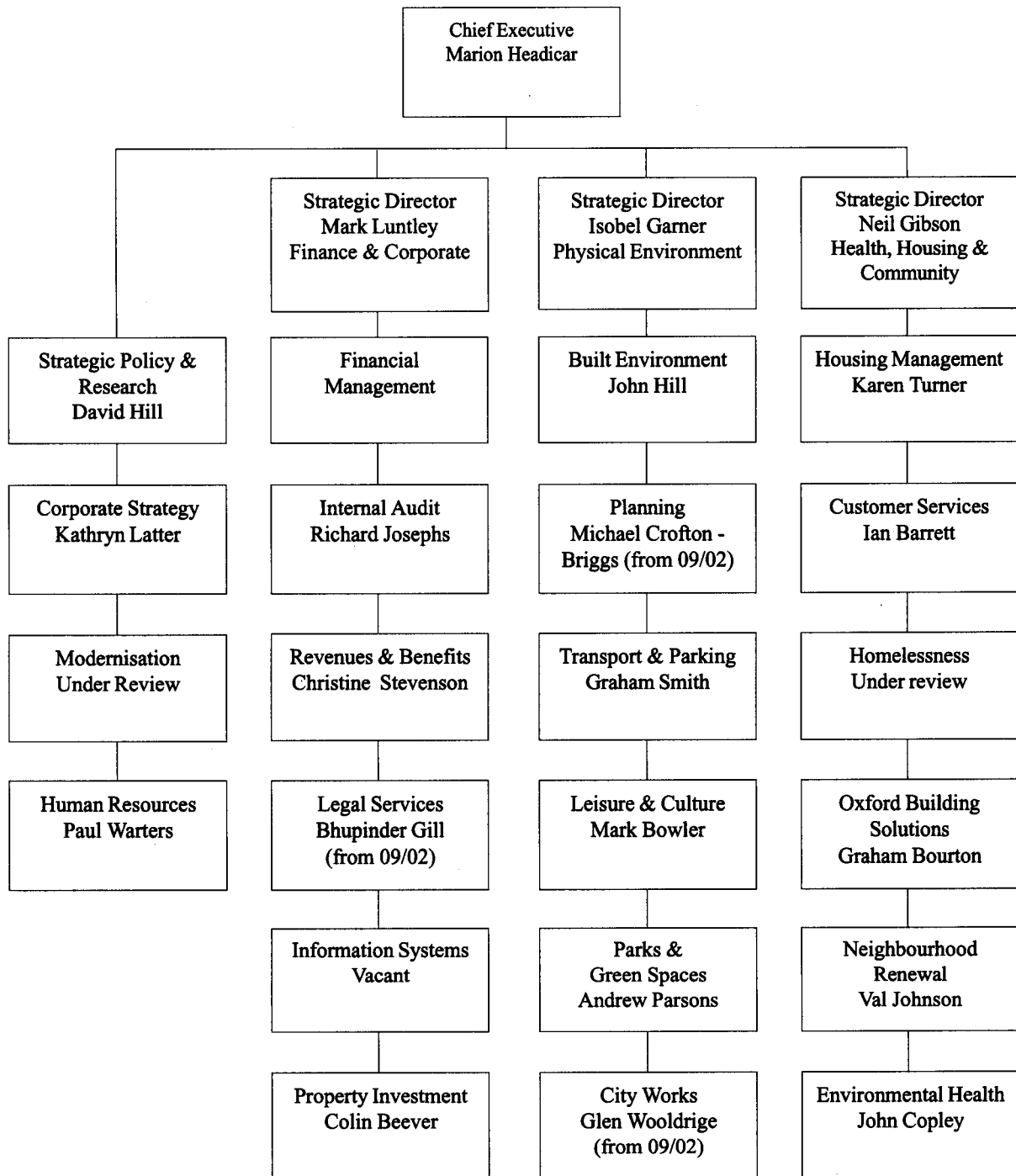
We introduced business planning in 2000/01 by introducing departmental business planning.

Each of the new business units has developed a business plan that provides specific information about their management of resources and delivery of services.

We are also drafting a corporate business plan which:

- sets out our strategic vision for the city and our key policy themes
- relates the purpose and objectives of our new business units to our strategic vision for the city
- sets out how Council resources will be managed and controlled to ensure that our services are delivered as efficiently and effectively as possible.

## Oxford City Council Management Structure



## **Appendix 2**

### **Valuing Diversity Policy**

The Council has moved away from its previous equal opportunities structure and instituted a **Valuing Diversity** framework from May 2000.

Diversity consists of visible and non-visible differences that include factors such as: sex; age; background; gender; age; race; religion; disability; personality and work style. It is founded on the premise that harnessing these differences will create a productive environment in which everybody feels valued, where their talents are being fully utilised and in which organisational goals are being met.

### **Oxford City Council Valuing Diversity policy**

Oxford City Council is committed to equality of opportunity for all and to respect the needs of our diverse communities in service delivery, employment and community participation. We recognise and value the diversity within our City and the contribution our citizens make to the wellbeing and prosperity of Oxford. We are committed to taking positive action to promote Valuing Diversity.

#### **Aims of the Policy**

- To understand and respond to the needs and preferences of a diverse group of customers
- To recruit, retain and develop a committed and diverse workforce
- To use customer satisfaction as the ultimate measure of our success

To achieve these aims we will:

- recruit, retain and develop the best people to ensure we have a diverse workforce
- provide the best-value services for all our customers;
- encourage and support initiatives to widen participation in decision-making to enhance local democracy
- show responsibility towards the community in which we live and work

The move to a Valuing Diversity policy means that diversity is no longer seen as an added extra, separate from the main function of the organisation. The emphasis is now on mainstreaming diversity.

Managers will need to be imaginative and proactive about designing and delivering services that meet people's diverse needs and preferences.

The Diversity Co-ordinator's main role will be co-ordinating and working closely with all business unit managers in implementing the Valuing Diversity policy and working in partnership with statutory, voluntary and private sector organisations to promote diversity.

**Appendix 3****Corporate Equal Opportunities Profile****Workforce Profile**

The Ethnic Minority Profile is based on the 1991 Census categories:

**Black:** Caribbean; African; Indian; Pakistani; Bangladeshi

**Grades:** SO and below = senior grades and below  
PO and above = principal officer grades and above

**Table 1: Corporate Equal Opportunities Profile as at 31<sup>st</sup> March 2002**

<b>ALL EMPLOYEES</b>	792	548	84	17	1340
<b>NO OF STAFF EMPLOYEES</b>	448	539	75	11	987
<b>NUMBERS OF PO11 AND ABOVE</b>	167	99	16	3	266
<b>NUMBERS OF SO2 AND BELOW</b>	281	440	59	8	721
<b>NUMBERS OF MANUAL EMPLOYEES</b>	344	9	9	6	353

**Table 2: Corporate Equal Opportunities Profile as at 31<sup>st</sup> March 2002  
Housing, Health & Community Services**

<b>ALL EMPLOYEES</b>	97	220	29	7	317
<b>NO OF STAFF EMPLOYEES</b>	97	220	29	7	317
<b>NUMBERS OF PO11 AND ABOVE</b>	27	36	8	2	63
<b>NUMBERS OF SO2 AND BELOW</b>	68	186	21	5	254
<b>NUMBERS OF MANUAL EMPLOYEES</b>	--	--	--	--	--

**Corporate Equal Opportunities Profile as at 31<sup>st</sup> March 2002  
Finance & Corporate Services**

<b>ALL EMPLOYEES</b>	75	87	8	2	162
<b>NO OF STAFF EMPLOYEES</b>	65	87	8	2	152
<b>NUMBERS OF PO11 AND ABOVE</b>	28	25	1	--	53
<b>NUMBERS OF SO2 AND BELOW</b>	37	62	7	2	99
<b>NUMBERS OF MANUAL EMPLOYEES</b>	10	--	--	--	10



**Table 4: Corporate Equal Opportunities Profile as at 31<sup>st</sup> March 2002  
Oxford Building Solutions**

<b>ALL EMPLOYEES</b>	203	32	9	4	235
<b>NO OF STAFF EMPLOYEES</b>	56	29	3	--	85
<b>NUMBERS OF PO11 AND ABOVE</b>	25	2	--	--	2
<b>NUMBERS OF SO2 AND BELOW</b>	31	27	3	--	58
<b>NUMBERS OF MANUAL EMPLOYEES</b>	147	3	6	4	150

**Table 5: Corporate Equal Opportunities Profile as at 31<sup>st</sup> March 2002  
Chief Executive's**

<b>ALL EMPLOYEES</b>	13	34	11	1	47
<b>NO OF STAFF EMPLOYEES</b>	13	34	11	1	47
<b>NUMBERS OF PO11 AND ABOVE</b>	11	11	3	1	22
<b>NUMBERS OF SO2 AND BELOW</b>	2	23	8	--	25
<b>NUMBERS OF MANUAL EMPLOYEES</b>	--	--	--	--	--

**Table 6: Equal Opportunities Profile as at 31<sup>st</sup> March 2002  
Physical Environment**

<b>ALL EMPLOYEES</b>	406	173	27	3	579
<b>NO OF STAFF EMPLOYEES</b>	219	167	24	1	386
<b>NUMBERS OF PO11 AND ABOVE</b>	76	25	4	--	101
<b>NUMBERS OF SO2 AND BELOW</b>	143	142	20	1	285
<b>NUMBERS OF MANUAL EMPLOYEES</b>	187	6	3	2	193

## Demography of Black and Minority Ethnic Communities in Oxford

**Table 7: Breakdown of minority groups in the City<sup>9</sup>**

	0.5	0.9
	0.5	1.1
	1.6	1.1
	0.6	0.2
	0.8	0.3
	1.4	1.7
	1.9	1.7
	90.8	84.1
		5.4
	1.9	2.2
	0	1.2

10.5% of Oxford's population are from minority communities compared to only 6% nationally.

<sup>9</sup> Oxford City Profile 1998 Report on the City Household Survey

**APPENDIX 4 :**  
**LIST OF COMMUNITY GROUPS FOR CONSULTATION**

African Caribbean Community Action Network (ACCAN)

Acfra Mental Health Drop In

African Caribbean Association

Asian Cultural Association

Asian Women's Help-line

Asian Youth Project

Asylum Welcome

Bangladeshi Welfare Association

Chinese Community Association and Advice Centre

Church of God Prophecy

East Oxford Community Association

Living Faith Church

Muslim Welfare

Overseas Fellowship of Nigerian Christians

Oxford Council for Voluntary Action

Oxford Refugee Support Project

Oxford Rural Community Council

Race Equality Council

Sure Start Rose Hill

West Indian Day Centre

Women's Training Scheme

Unity Project

Note: This is not an exhaustive list of community groups. Other groups and organisations can be added to it.

Appendix 5:  
Results of relevance of functions and services.

FUNCTION	Is it relevant to the general duty?	What is the Degree of Relevance?	
	Which of the 3 aspects does it relate to (if any) or all:	Is there any evidence or reason to believe that some racial groups could be differently affected? What racial groups are affected?	Is there any public concern that functions/policies are being operated in a discriminatory manner
	1 – Eliminating discrimination	0 – none	0 – none
	2 – Promoting EOP?	1 – a little	1 – a little
	3 – Promoting good race relations?	2 – some	2 – some
		3 – a lot	3 – a lot
Human Resources	1, 2, 3	3	3
Corporate Strategy	1, 2, 3	3	2
Strategic Policy	1, 2, 3	1	1
Neighbourhood Renewal	1, 2, 3	2	3
Housing Management	1, 2, 3	2	1
Customer Services	1, 2, 3	2	3
Leisure and Cultural Services	1, 2, 3	2	2
Modernisation	1, 2, 3	3	2
Revenues and Benefits	1	1	1
Homelessness	1	1	2
Planning	1, 2	2	2
Information Services	0	0	0
Parks and Green Spaces	1, 2, 3	1	1
Environmental Health	1, 2, 3	2	2
Legal Services	1, 2, 3	1	1
Property Management	1, 2, 3	3	3
Oxford Building Solutions	1, 2, 3	3	3
Financial Management	0	0	0
Internal Audit	0	0	0
Built Environment	0	0	0
Traffic Management	1	1	1
Waste Management and Cleaning Services	0	0	0

## **Relevance of Function and Services Exercise: Rationale for Priority List.**

### **Members of the Group**

Officers from the following business units carried out the assessment exercise:

Peter McQuitty:	Corporate Strategy Unit
David Steel:	Strategic Policy and Research Unit
Val Johnson	Neighbourhood Renewal
Sue Newman	Customers Services
David Scoles	Housing Management
Pamela Roberts	Human Resources

### **Criteria used to assess relevance of function**

Which function is relevant to all or part of the general duty?

How important is the function or policy?

Does it have a particular adverse impact on a particular section of the community?

Have concerns been raised or have patterns been established regarding any of the functions or policies as a result of monitoring?

Have concerns been raised about any of the functions or policies as a result of complaints?

Have concerns been raised about any of the functions or policies as a result of the Diversity Scrutiny Panel or the Overview and Scrutiny Committees?

### **Weighing system used**

The weighting systems used was the criteria set out in the Commission for Racial Equality's Statutory Code of Practice on the duty to promote racial equality.

### **Top Priority (Year 1)**

Functions/services that are relevant to all of the general duty.

Functions/services for which there is substantial evidence that different racial groups are, (or could be) differently affected.

Functions/services about which there is public concern.

### **Medium-term priority (Year 2)**

Functions/services that are relevant to part of the general duty.

Functions/services for which there is a little or some evidence that different racial groups are, (or could be) differently affected.

Functions/services about which there is public concern

### **Low Priority (Year 3)**

All other functions and services