



**Our People
in Focus**

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Annual Workplace Equalities Report 2011/ 2012

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Annual Workforce Equalities Report – 2011/ 2012

1. Introduction:

Oxford is an ethnically and culturally diverse City, with the third highest minority ethnic population in the South East. Early Census 2011 estimates suggest that BME and other European communities across Oxford account for between 20-25% of the population. The Council is committed to promoting community cohesion and equalities across its services and to providing equality of opportunity for all employees. This report focuses on the Council as an employer committed to increasing the diversity of its workforce and covers all aspects of recruitment, retention, performance management and staff development and will continue to be used to ensure that our approach to people and organisational development reflects good practice in addition to ensuring compliance with the Equality Duty and Equality Act 2010.



The Council has a stated ambition to develop a world class city for everyone, and across its five objectives there are guiding principles as follows:

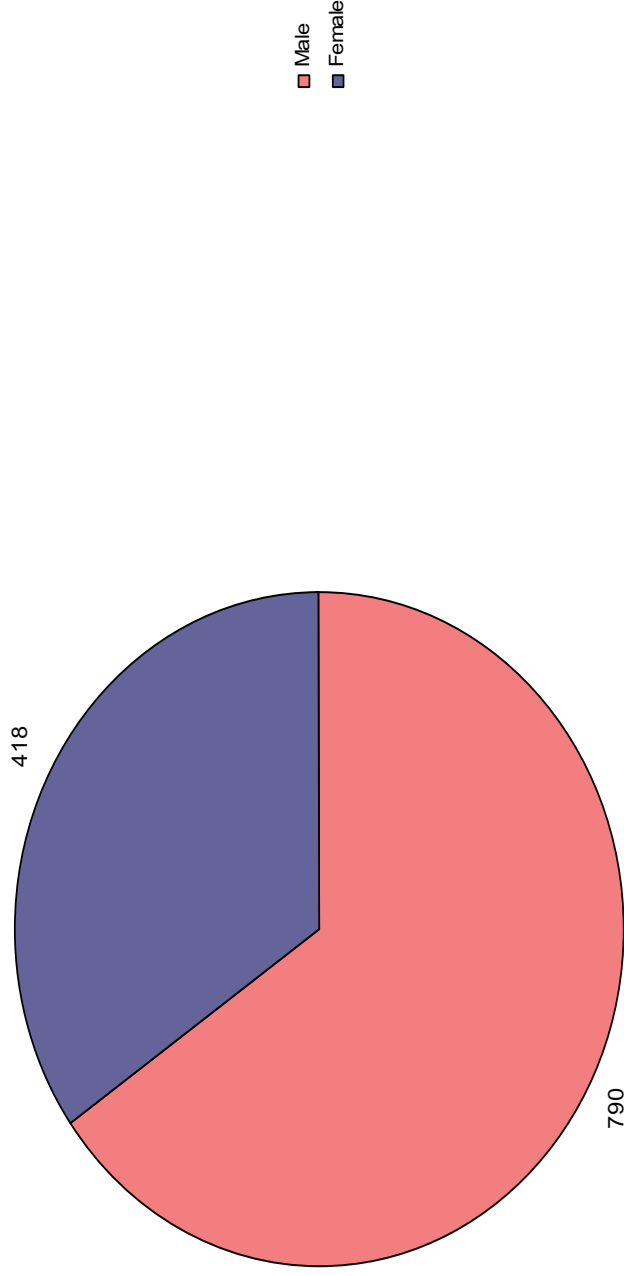
- Protect vulnerable communities;
- Invest in Oxford's future;
- Improve community participation; and
- Provide leadership to the city

2. Purpose of this report:

This report aims to provide the Council with an update on Human Resources and equalities related work streams and to give some summary statistics for the year to date in terms of what we look like as a council; highlighting what we have done and are intending to do to recruit, retain and increase the diversity of our workforce (see Appendices including the Table of Key Actions undertaken during 2011/ 2012, Corporate Equality Scheme Action Plan and how the HR Action Plan 2012/ 2013 flows from that, attached at the end of the report).

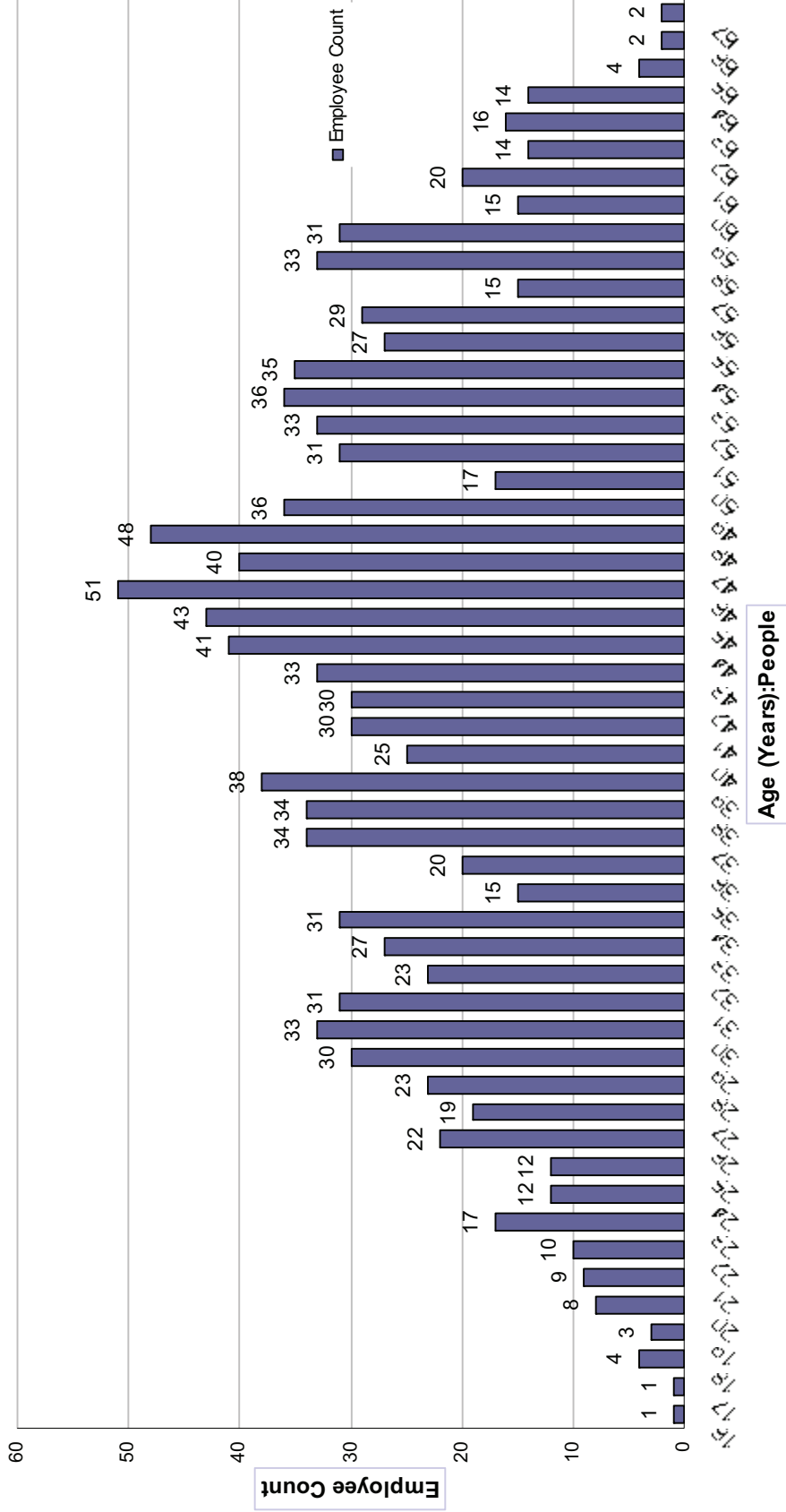
3. Workforce Diversity: What do we look like in 2011/ 2012?

Gender Profile across the organisation:



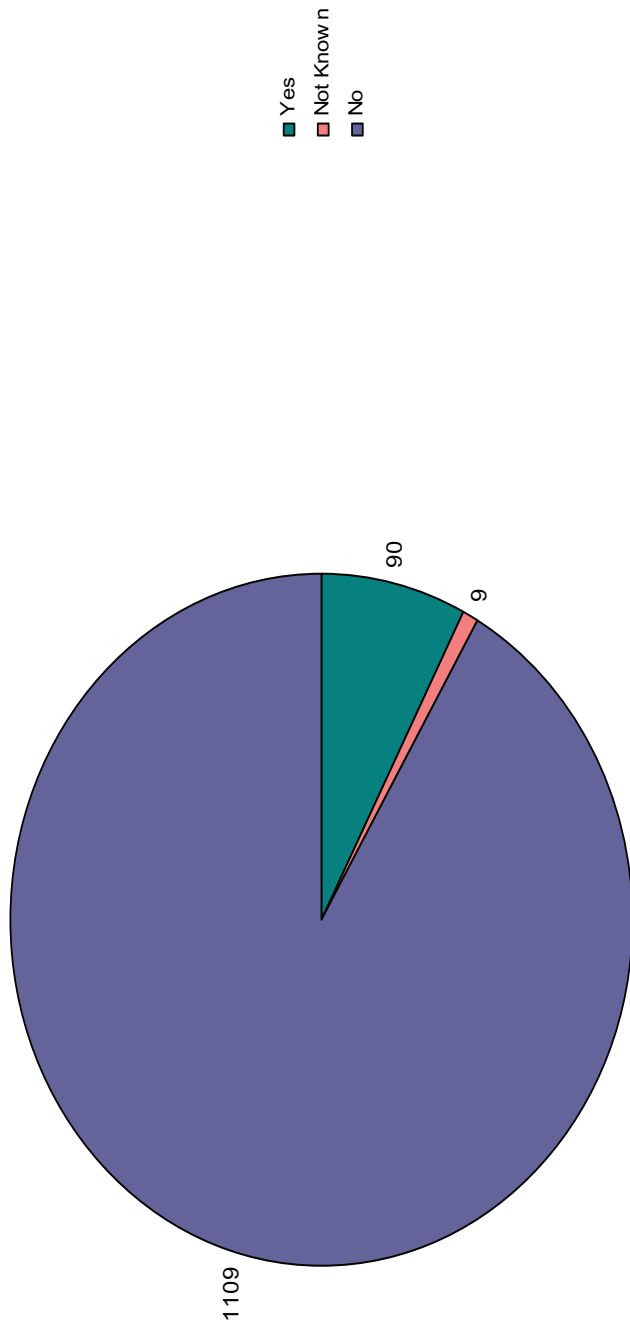
Commentary: The gender split continues to reflect the predominance of male staff in the largest service area, Direct Services, and ongoing recruitment during the period as part of service expansion. The gender split is broadly 65.3% male: 34.7% female. This represents an increase of 3.7% in male and a decrease of 2.8% in female staff over the past year partly due to the scale of Direct Services recruitment.

Age Profile:



Commentary: The current staff make up reflects a typical age profile for local government, with 56% of staff falling within the 35-55 year old age group and only 23% under 35. However, 50% of all new starters in 2011/ 2012 were under 35.

Disability profile:



Commentary: This graph shows that 7.4% of the workforce has reported a disability and the proportion of staff reporting a disability has increased from 6.8% over the past 12 months. It is anticipated that there might potentially be an upward trend in 2012/ 2013 in part due to the increasing confidence and clarity in what the Act covers, e.g. past disabilities are covered, so if an individual has been disabled in the past due to a condition from which they have since recovered or from which they are in remission, then they are protected under the Act. A new Attendance management Policy will offer further support for staff declaring a disability including assistance in managing planned and unplanned time off.

Ethnicity profile:

Ethnic Origin	Employee Count	%
Any other Asian background	6	0.5
Any other black background	1	0.08
Any other Mixed background	7	0.58
Any other White background	45	3.73
Bangladeshi	5	0.41
British	1018	84.3
Caribbean	21	1.74
Chinese	5	0.08
Indian	13	1.08
Irish	12	0.99
Pakistani	8	0.66
Prefer not to say	11	0.91
Unknown	49	4.06
White and Asian	1	0.08
White and Black African	2	0.17
White and Black Caribbean	4	0.33

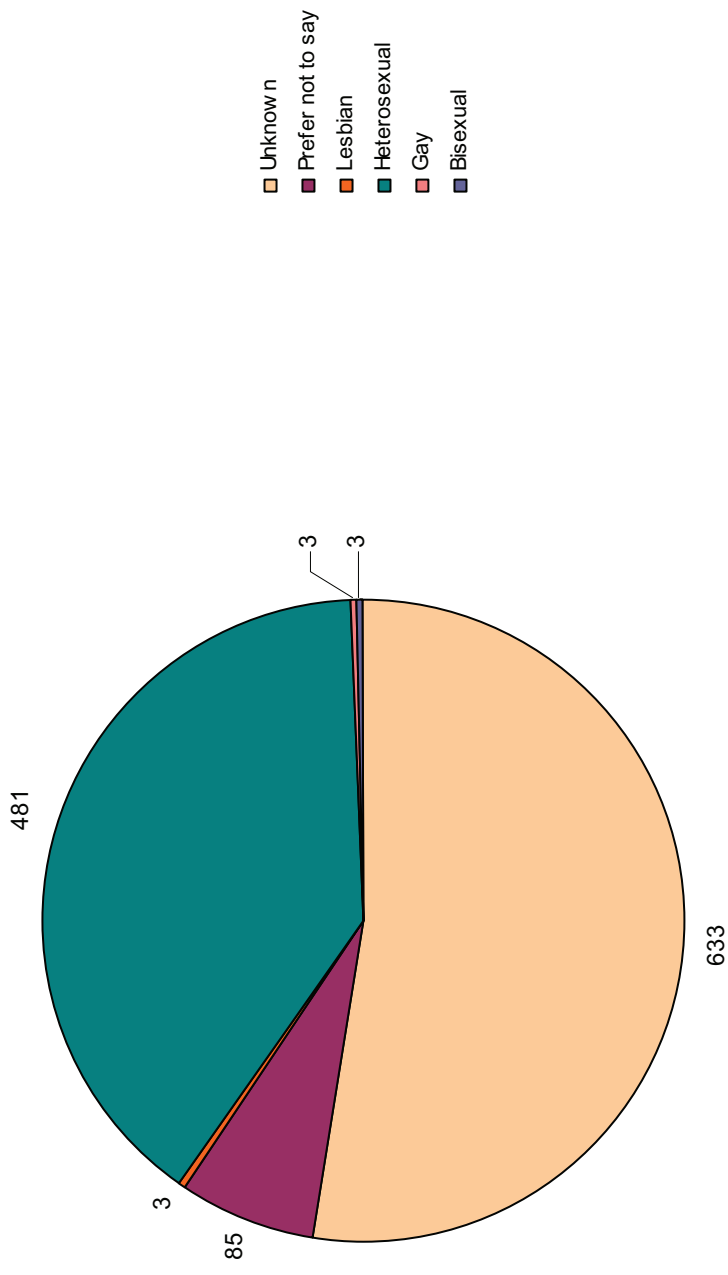
Commentary: Currently the workforce has **5.9% staff from BME groups** which decreased slightly since the same period last year. We have seen a positive increase since February 2012 of new starters from BME communities and recruitment trends and initiatives at the start of 2012/ 2013 indicate some early progress. Nonetheless a step change is needed in this area – the Council has re-set its corporate diversity target to 9% of the workforce by the end of 2013. This is a challenge we are confident of meeting, with the churn in recruitment expected to remain at a healthy average of around 10-11% annually and with encouraging signs from 2011/ 2012 which saw an appreciable increase in applications from BME groups, with 794 applications received (17.3% of all applications) compared with 404 in 2010/ 2011. 21 new starters from BME communities equated to 9.4% of all new starters and is a positive step towards the Council’s objective to have a more diverse workforce.

The Council has provided recruitment advice and skill shops within local communities, raising its profile as a potential employer, particularly in terms of ensuring understanding of the processes involved in recruitment and short listing as well as the skill sets required – and to give unsuccessful applicants timely and constructive feedback. The Council-run Oxford Work Club, launched in December 2011, has enabled more targeted support to those considering employment with the Council and has attracted a higher percentage of BME clients than other groups. It is estimated that approximately 50% of the 150 plus attendees have been from BME communities, with the most common factors being that of having to persuade employers of transferable skills/ equal qualifications and breaking away from underemployment.

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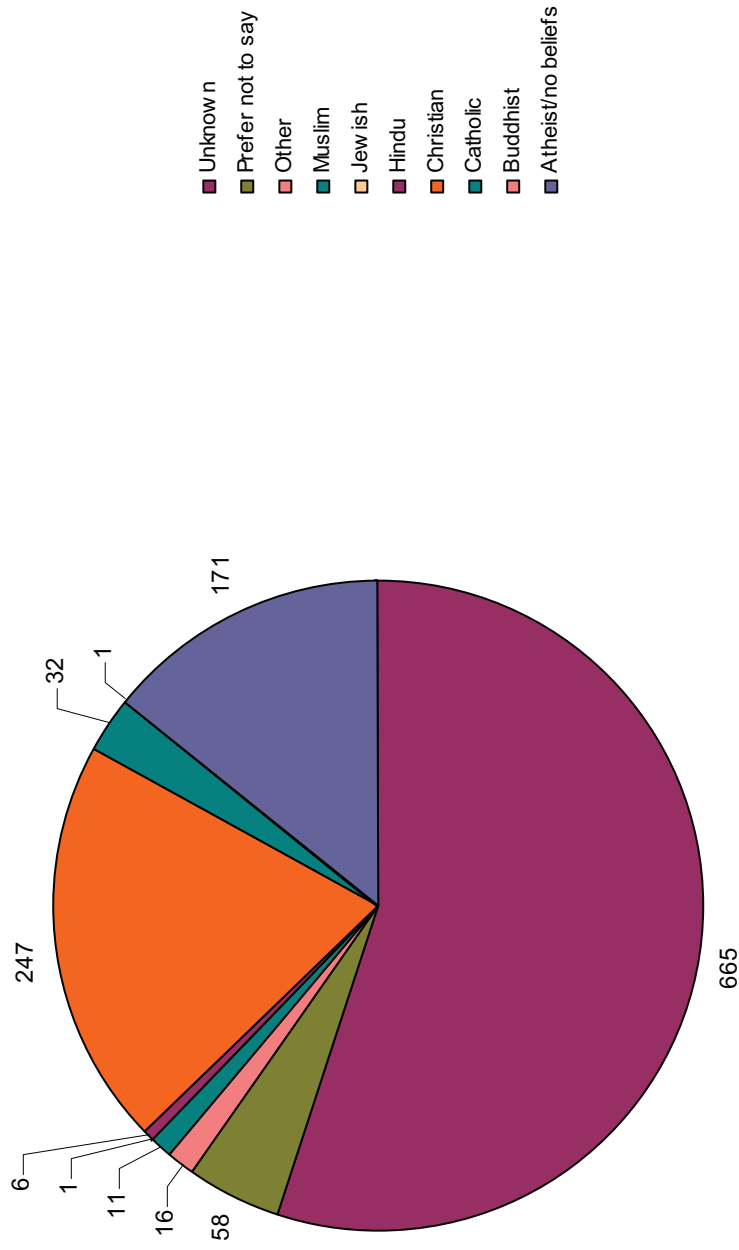
However this does not always result in more applications being made for council vacancies. The challenge will continue to be to review selection processes to identify why applications fail and to go out to new areas to recruit, e.g. directly into schools/ colleges. The Council is doing more to make the Council an “employer of choice” for all parts of the community, such as using the HR and the Community and Neighbourhoods teams to get out on the ground and make an active contribution to groups such as VOXY (Voice of East Oxford Youth) and the four new community work clubs to be established in Littlemore, BBL, Barton and Wood Farm as part of lending specialist HR support to Careers Ladders initiatives. All HR Business partners have been set community engagement objectives within their overall appraisal objectives for 2012/ 2013

Sexual orientation:



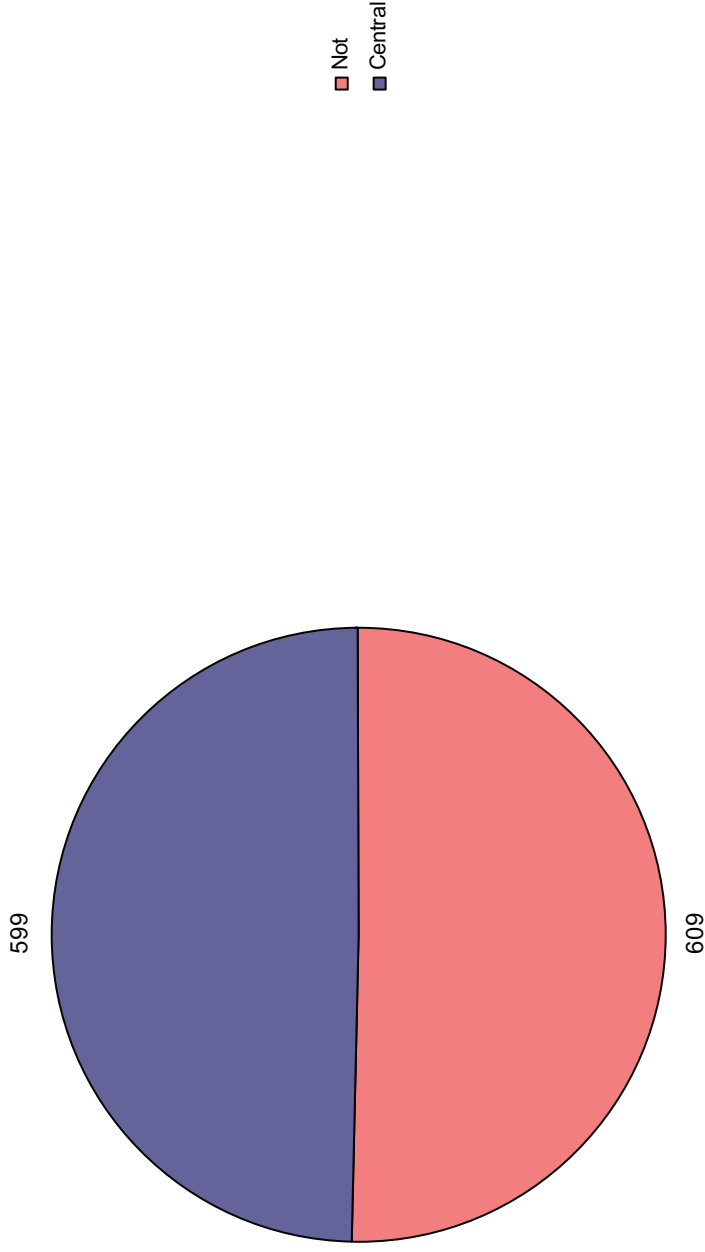
Commentary: Rates of self-declaration remain low amongst staff, at 0.7%, with large returns under unknown/ prefer not to say. There are regular reminders from HR for all staff to ensure that all personal key equalities data is correct and that an accurate data set helps inform how we direct resources in terms of diversity initiatives. But, naturally, the privacy of the individual is respected.

Religious belief:



Commentary: Around 5.5% of staff declared a faith/ belief distinct from Christian (20%) or atheist/ no belief (14.2%). A non denominational “quiet room” has been designed for use by all staff as a reflective space in the newly refurbished St Aldate’s Chambers development. The Council recognises that some groups do have specific needs and these are addressed through flexible working arrangements and an ongoing commitment to diversity training.

Central Oxford vs. Not Central Oxford Profile



Commentary: The make up of the Council is roughly split 50/50 between those living in the City and those commuting in from outside. This was also mirrored by new starters in 2011/ 2012. However, in order that the Council is more reflective of the communities it serves within the City we will take every reasonable opportunity to use positive action principles to target recruitment campaigns within the OX1-OX4 postcodes. The Apprentice Cohort recruitment commencing in May 2012 will be the first using clear positive action in recruitment principles contained within the Equality Act 2010 and will help us to break cycles of deprivation within the City.

What do we look like: Summary

- The Council workforce remains predominately male;
- The workforce is split roughly 50/50 between those living inside the City and those from the wider County/ out of County;
- The Council knows that its workforce does not reflect the composition of the City and that we are not receiving enough applications from BME communities (although applications saw a 100% increase in 2011/ 2012; see pages 15 to 17), applicants short listed and subsequently appointed, BME employees working for us or in senior roles;
- There are a lack of women in senior management/ Service Head roles, but the Council can and will take positive action to promote opportunities when they arise;
- The Equality Act 2010, Section 71 allows a claim of direct pay discrimination to be made even if no real person comparator can be found where an individual has been treated less favourably. There have been no equal pay claims in the last 12 months;
- External influences such as the significant levels of unemployment amongst the 16-25 age group (1:5 nationally and within Oxford) will necessitate strategic planning as a result of the removal of the Default Retirement Age. The Council has committed to a more targeted approach on apprenticeships and with additional corporate funding dedicated over the next two financial years will double the number of its apprentices and use positive action principles to increase the diversity of its workforce as part of this recruitment; and
- The Council will continue to monitor the effects of the changes to the DRA and investigate innovative solutions and alternative roles or knowledge transfer options, matching skills to future business plans, restructures or flexible working patterns. The Performance Improvement and Attendance Management Policies will be applied consistently in order to ensure that all staff are treated equitably

4. Recruitment 2011/ 2012: New Starters

During the period 1st April 2011-31st March 2012 recruitment remained buoyant, with 224 new employees recruited from the posts advertised. There were 197 leavers within the same period.

The headline statistics from the detailed starter lists show a significant degree of recruitment within Direct Services compared with other service areas, reinforcing an area where males historically populate both the trade and waste/ recycling operative roles (accounting for the higher proportion of 88 male to 11 female new starters). Direct Services accounted for 39.4% of all new appointments.

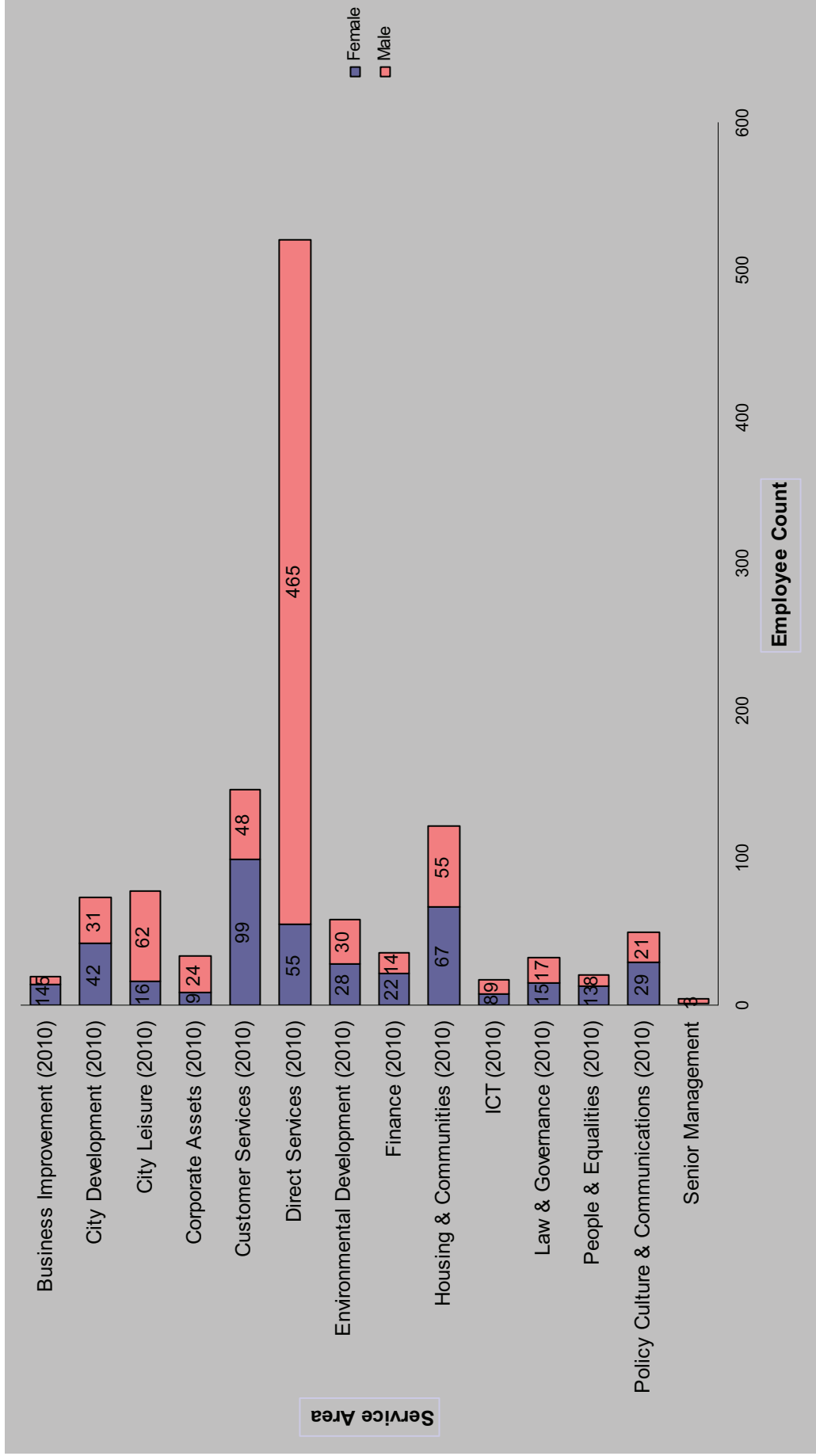
When these figures are viewed in context, the remaining recruitment was split almost exactly 50/50 between men and women (63 men to 62 women). Accordingly, there may be a challenge to brand trade vacancies to attract more female applicants. The 2012 apprenticeship cohort programme offering 5 new trade apprenticeships will be the first opportunity to demonstrate positive action steps.

Headcount & Turnover by Service Area: 8 month period April – November 2011

Service Area	1.4.11	30.11.11	Average Headcount	Leavers in period	Turnover %
Business Improvement	25	20	22.5	3	13.33
City Development	75	71	73	6	8.22
City Leisure	77	76	76.5	4	5.23
Corporate Assets	52	33	42.5	9	21.18
Customer Services	145	139	142	14	9.86
Direct Services	483	515	499	46	9.22
Environmental Development	54	56	55	6	10.91
Finance	40	39	39.5	10	25.32
Housing & Communities	121	119	120	16	13.33
ICT	11	17	14	3	21.43
Law & Governance	37	32	34.5	4	11.59
People & Equalities	19	22	20.5	2	9.76
PCC	35	50	42.5	4	9.41
Senior Management	4	4	4	0	0.00
Total	1178	1193	1185.5	127	10.71

Commentary: Where a number of areas show high % turnover, these correlate directly to restructuring activity under Council 2012 so ordinarily would be lower than shown above.

Gender graph by service areas for new starters 2011/2012



Recruitment Activity including restructures 2011/ 2012

Apr 2011 - Mar 2012		%		Reject after interview	Offered
Gender					
Male	2738	59.6%	397	151	
Female	1598	34.8%	232	73	
Transgender	17	0.4%	0	0	
Prefer Not to Say	241	5%	22	3	
All	4594		651	224	
Age					
16 - 19	172	3.7%	23	4	
20 - 29	1462	31.8%	178	75	
30 - 39	1008	21.9%	171	61	
40 - 49	953	20.7%	138	51	
50 - 59	609	13.2%	95	30	
60 - 64	49	1%	4	3	
65+	6	0.1%	1	0	
Prefer Not to Say	335	7.3%	41	6	
All	4594		651	224	
DDA					
No	3924	85.4%	552	207	
Prefer Not to Say	378	8.2%	42	4	
Yes	292	6.4%	57	13	
All	4594		651	224	
Ethnic Monitoring					
African	208	4.5%	12	1	
Any Other Asian Background	43	0.9%	1	1	
Any Other Ethnic Group	28	0.6%	1	0	
Any Other Black/African/Caribbean Background	26	0.6%	4	0	
Any Other Mixed/Multiple Ethnic	31	0.7%	5	2	

Background				
Any Other White Background	308	6.7%	29	12
Bangladeshi	40	0.8%	6	2
Caribbean	79	1.7%	14	6
Chinese	28	0.6%	1	1
English/Welsh/Scottish/Northern Irish/British	3088	67.21%	502	147
Indian	133	2.9%	17	1
Irish	29	0.6%	2	2
Pakistani	90	1.9%	5	3
Prefer Not To Say/ Unknown	375	8.2%	34	42
White & Asian	34	0.7%	7	1
White & Black African	11	0.2%	2	1
White & Black Caribbean	43	0.9%	9	2
All	4594	17.3%	651	224

Religion/Belief				
Atheist/None	1169	25.4%	170	62
Buddhist	28	0.6%	8	0
Christian	1987	43.2%	298	75
→ Hindu	59	1.3%	5	0
○ Jewish	9	0.2%	1	0
Muslim	170	3.7%	17	8
Other	250	5.4%	35	6
Prefer Not To Say	882	19.2%	108	23
Sikh	40	0.8%	9	0
All	4594		651	*224

Sexual Orientation				
Bi-Sexual	71	1.5%	9	2
Gay Man	41	0.9%	2	2
Gay Woman/Lesbian	22	0.5%	2	1
Heterosexual/Straight	3805	82.8%	568	156
Other/ Unknown	71	1.5%	1	47
Prefer Not to Say	584	12.7%	69	16
All	4594		651	224

- The proportion of BME candidates receiving offers of posts has risen from 0.49% of all BME applicants in 2008 to 4.2% in 2010. The comparative figure for White British applicants receiving offers was 3.4% in 2010 compared with 7.9% in 2008. Whilst the proportion of applications converted into final offers fell slightly to 2.67% because many more applied, the overall figure of 9.35% of new appointees coming from BME communities is a positive step forwards towards creating a more diverse and representative workforce;
- 17.3% (784) of all applications were received the BME communities, and this was a closer reflection of the City demographic likely to be confirmed by the 2011 census returns analysis later in 2012;
- The total of 784 represents roughly a 100% increase in BME applications from 2010/ 2011;
- 5.8% of new staff self declared disabilities under the DDA/ Equality Act 2010. This represented 13 appointments from 64 vacancies where there were candidates declaring a disability under the Two Ticks positive action scheme. This is a success rate closer to 20.3% and reflects a strong commitment to recruiting and retaining employees with a disability

5. Leavers

There were 197 leavers in 2011/ 2012

End of fixed term contract	16
Resignation	104
Transfer	2
Redundancy (voluntary)	31
Dismissal	5
Retirement	28
Death in Service	3
Other	8
	197

Note: That while the direct result of public sector spending cuts nationally will inevitably be represented in an increase in the number of redundancies, the Council and Trade Unions are committed to minimising the number of compulsory redundancies. Turnover rates reached a high of 14%, with resignations accounting for 8.4% of the total workforce and voluntary redundancies only 2.5%. Average turnover rates tend to level out around 10-11%.

6. Equal Pay/ Gender pay gap

The Office for National Statistics Annual Survey of Hours and Earnings puts the gap between median hourly earnings of men and women in full-time work at 10.5 per cent.

The Council undertook a comprehensive equal pay audit as part of implementing its Single Status scheme in 2009 and conducts regular reviews to ensure that equal pay is maintained and issues addressed. Data shows that the average pay gap between men and women at Oxford has lowered to around 1.05%. Average hourly rates at Oxford compare favourably with the national averages due to the commitment to pay an Oxford Living Wage

Rates will inevitably differ but are explainable in context, e.g. craft grades are traditionally male dominated, account for a large proportion of the workforce and are still paid on a productivity scheme so are not direct comparators with other service areas.

- The Council's Single Status project gave equal pay assurance and a review is planned for 2012/2013
- Oxford City Council has committed to paying a minimum Oxford Living wage of £8.01 and this has been approved by the City Executive Board
- Annual average earnings for both men and women have remained largely the same in 2011/ 2012 despite the economic constraints placed on the public sector by wage freezes
- The average FTE across all workers is £26,414
- The average for BME (including Irish & Any Other White Background) is £25,110
- The average for BME (excluding Irish & Any Other White Background) is £23,604*

6.1 Hourly rate averages by service area

Average of Hourly rate 2011-2012	Gender	
	Female (£)	Male (£)
Business Improvement	16.69	12.98
City Development	13.96	18.27
City Leisure	13.15	12.55
Corporate Assets	14.82	16.18
Customer Services	13.03	12.02
Direct Services*	12.69	13.14
Environmental Development	14.01	15.33
Finance	15.99	18.57
Housing & Communities	14.94	15.42
ICT	15.94	15.49
Law & Governance	13.87	21.98
People & Equalities	18.47	19.80
Policy Culture & Communications	12.56	11.99
Senior Management	51.46	61.96

Male average earnings	£27, 428
Female average earnings	£27, 138
Differential	£290 (1.05%)

7. Other Workforce Data

Employees in disciplinary cases

Ethnicity	Totals
White British	37
White Other	0
White & Black	0
Caribbean	3
Gender	
Male	34
Female	6
Disability	3

The majority of disciplinary cases are concerned with conduct, health and safety at work or failure to comply with set work procedures within front line areas delivering refuse and recycling, street scene or repairs and maintenance services (un/ semi and skilled manual and skilled craft/ trade posts historically occupied by male workers). Most cases are for misconduct. A very small but significant number of cases (5) led to the employees being dismissed, however the bulk were covered by both informal and formal stage investigations which led to a variety of outcomes including informal verbal warnings, written warnings, final written warnings or no further action required.

Employees raising a formal grievance

Ethnicity	Totals
White British	3
White Other	0
Asian	1
Caribbean	0
Gender	
Male	0
Female	4
Disability	2

8. Learning & Development:

An analysis has been undertaken across the range of courses provided during 2011 with overall satisfaction rates as follows:

- 97% of delegates stated the aims of the courses were met;
- 96% of delegates stated the learning outcomes were met;
- 99.5% of delegates rated the courses as either very good or good;
- 95 % of delegated stated the length of courses was appropriate;
- 99.8% rated the methods used were either very good or good

The Council is looking into a new Learning and Development management information system that will allow us to report on training activities from a diversity perspective. This will be in place from 2012/ 2013 onwards and will pick up both corporate training courses and professional training from within service area training programmes.

Appendix 1: Table of key activities 2011/ 2012

Action	What did we do?	Outcomes and benefits
External accreditation	<p>Successfully reached Equality Framework for Local Government (EFLG) 'achieving' level</p> <p>Achieved Positive About Disabled People Two Ticks re-accreditation</p> <p>Achieved improved Stonewall Diversity Champion accreditation</p>	<p>Improved reputation in demonstrating our commitment to equality & diversity</p> <p>Refocused our action plan</p>
Increased communications on diversity	<p>Regular news items posted on the staff intranet, thoroughly revised and updated dedicated equalities pages, a weekly "Council Matters" bulletin headlining all key issues breaking in the local press. Launched 'Diversity Matters' – an internal bulletin with four editions being produced to date.</p>	<p>Influenced Equalities Framework for Local Government accreditation.</p> <p>Hopefully raised awareness / interest in diversity issues</p>
Raising our profile and working with the community	<p>Three work club days have been run since December 2011 with positive feedback from attendee's and partners. In excess of 150 job seekers have attended and been coached, or provided with information on training opportunities. The days are also used to advertise local vacancies (data provided via Jobcentre Plus) and local apprenticeships (data provided via OCVC) in addition to our own vacancies.</p> <p>The diversity of attendee's has been varied in terms of age and ethnicity, but with over 50% coming from BME communities, and the project is now extending to offer 'work club specials' aimed at lone parents seeking to re enter employment when moving onto JSA, and excluded year 11 pupils from Oxford Spires Academy to enable them to gain employability skills and to support them into apprenticeship opportunities. The team will also embark on an 18-24 year old specific work club delivered at the Jobcentre Plus office in Oxford and has delivered one of these sessions to date.</p>	<p>Improved reputation. Provided people with assistance to improve their chances of getting work</p>

Action	What did we do?	Outcomes and benefits
Comprehensive review of HR policies	Equality Impact Assessments were carried out on all key policies in line with the requirements of the Equality act 2010	All updated policies and procedures approved by full council, are compliant with the Act and available on the staff intranet, with managers toolkits developed for some
Development of a new Communities and Neighbourhoods team	Creation of a new structure for the strategic management and development of community engagement (external focus)	External engagement with BME and youth groups and targeting of projects in line with Council objectives to focus on vulnerable groups within communities and to tackle the issue of skill/ job workshops aimed at increasing the employability of key groups (NEETs)
Developing the Occupational Health Advisory Service	Improved support, advice and guidance for staff and managers	More timely interventions and an improved advice and referral process. Better understanding of disability in employment and appropriate support
Investors in People	The Council achieved IIP accreditation in May 2011	A key equalities link being equality of opportunity for personal development and access to training
Comprehensive management training programme	An externally commissioned Equipping Managers for Change programme covered three levels of workshop: Step On (for supervisors), Step Up (for front line managers) and Step Ahead (for service and senior managers). The OL&D team have followed this up by writing a shortened refresher programme to be delivered internally	The Compressed "In Step" Equipping Managers for Change follow up programme has been delivered to three cohorts between August 2011-January 2012, with 19 staff attending (a gender split of 12 women and 7 men attendees). During 2011/ 2012 159 managers across all levels attended a series of five Action Learning Sets.

Action	What did we do?	Outcomes and benefits
Ongoing staff diversity workshops	Previously, the Garnett Foundation ran 12 half day workshops designed with a strong input from OCC staff and previous course feedback. The scenarios focused on delivering Excellent Customer Service and were based on real scenarios faced by front line services at Oxford. Feedback from this training has been used and incorporated into the development of a new programme for 2012/ 2013	170 staff attended the Garnett Foundation forum theatre style workshops between 2009/ 2010. A new diversity awareness programme has been written and piloted by 15 service managers and over 60 front line staff at Direct Services.
Equality Impact Assessment of the medium term budget 2011/ 2015	A full assessment of the potential impact on employees and services of the comprehensive spending review and cuts in public sector spending. Full dialogue with local trade unions. An equality impact assessment is carried out on all reports going before CEB. The assessment process has been revised under the new corporate equality objectives set for 2012/ 2013 and will be more directly focused on community outcomes	An ongoing Council priority to minimise compulsory redundancies, an agreement for partnership payments, the introduction of the facility to purchase additional annual leave, etc.

Appendix 2: Action Plan for 2012/13

In order that the Council continues to recruit, retain and develop a diverse workforce that is more representative of Oxford, the following measures are being implemented in 2012/ 2013. The table draws together the conclusions and actions in the report and will form the HR action plan for workforce related Equalities and Diversity and feed into the Corporate Equality Scheme action plan for 2012/ 2013 onwards.

Item	Headline	Details	Who	When	Why?
1	Service-related equality objectives	The Council previously incorporated 10 key equality objectives into Service Transformation Plans. A new approach focuses on community outcomes derived from the ELFG peer review	HoS	March 2013	The refreshed Corporate Equality Scheme focuses equalities objectives on key areas and aims to deliver tangible outcomes to improve services from equalities perspective (see Appendix 3)
2	Increase diversity / employer of choice	Identify barriers to employment with the Council seeking views from outside & within Re-launch "Exit" interviews to ensure all leavers are encouraged to give feedback about working for the Council	HoS	August 2012	To gain feedback from target groups to inform new approaches to increasing diversity
3	Increase diversity / employer of choice	Marketing the Council as an employer of choice across schools including media production	HoS	December 2012	Raise profile of Council as a potential employer
4	Increase diversity / employer of choice	Extending the Council's Apprenticeship programme with an additional 11 apprentices per annum for two years (2012/14) Develop a managed programme of work experience to provide opportunities for under-represented groups	HoS	August 2012 March 2013	Raise profile of Council as a potential employer, break into target groups, provide employment opportunities

Item	Headline	Details	Who	When	Why?
5	Increase diversity / employer of choice	<p>Make improvements to the website pages to include items such as "what its like to work here", brief portraits of all service areas (with career routes), and clear examples of what a model application form looks like</p> <p>Implement new e-recruitment software to reduce administration and increase resources able to focus on advertising & selection.</p>	HoS	<p>August 2012</p> <p>October 2012</p>	<p>Increase pool of applicants and chances of being shortlisted</p> <p>To release more time to focus on increasing diversity of applicants / new hires e.g. targeted campaigns</p>
6	Increase diversity / employer of choice	<p>Stonewall Diversity Champion – improve the Workplace Equality Index ranking.</p> <p>Two Ticks – undertake review</p>	HoS	<p>October 12</p> <p>September 12</p>	<p>Improve good employment practice in terms of sexual orientation. Key areas for 2012-2014 will be around a knowledge push around clear anti bullying information, developing the staff intranet/ external website, and external partnerships</p>
7	Increase diversity awareness	Increase delivery of new diversity training package for staff to further embed the core value of diversity as business as usual. The "Fair, Aware & Right" workshops e-learning, etc.	HoS	March 2013	Increase diversity awareness
8	Increase diversity / employer of choice	Produce an annual workforce equalities report and implement any actions which will increase the diversity of the workforce (with a focus on BME & disabilities). Refer to existing internal best practice e.g. Contact Centre	HoS	<p>December 2012 – outline</p> <p>March 2013 – first draft</p>	Target future action

9	Increase diversity / employer of choice	Identify any 'glass ceilings' in relation to diversity and develop a series of actions to address this	HoS	HOLD UNTIL 2013	
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Appendix 3: Corporate Equalities Objectives 2012/ 2013

Corporate Equalities Scheme Action Plan 2012/13 - Building a world class city for everyone: moving towards “excellence”

EFLG Theme 1: Knowing your communities and equality mapping
EFLG Theme 2: Place shaping, leadership, partnership and organisational commitment
EFLG Theme 3: Community engagement and satisfaction
EFLG Theme 4: Responsive services and customer care
EFLG Theme 5: A modern and diverse workforce

Objective	EFLG Theme	Action	Who	When
Ensure that the services, strategies, commissioning activities and decisions outlined in our Corporate Plan 2012-2015 are fully informed by up to date and systematic data collection and analysis (i.e. service use, etc).	1. Understanding and reflecting the needs of our customers	<p>Workshop on 2011 census findings across protected characteristics; particularly age, disability and ethnicity to anticipate potential impact on services</p> <p>Improve briefing of service heads to educate them about community and in particular the ethnicity dimension, include use of census data, Experian mosaic data, Refugee Council. Run a seminar for also get Richard, Angela & police to tell people about community (ethnic dimension). Seminar for senior managers</p> <p>Introducing Senior managers to community projects and ensure more contact with community leaders</p> <p>The work involved in gathering customer insight, gaining stakeholder views and engagement to validate the next version of the Customer Contact Strategy is being run in parallel with the project to implement Customer Service Excellence. It will include a satisfaction survey in 2013/ 2014. A Project Manager is starting on 3rd September 2012 to commence this piece of</p>	<p>Head of PCC</p> <p>Communities & Neighbourhoods Lead, Police</p> <p>Communities & Neighbourhoods Lead</p> <p>Head of Customer Services</p>	<p>December 2012</p> <p>December 2012</p> <p>December 2012</p> <p>March 2013</p>

Objective	EFLG Theme	Action	Who	When
		<p>work and the project is expected to last a year at the end of which we aim to have achieved Customer Service Excellence and have a complementary Customer Contact Strategy.</p> <p>Target inequalities in educational attainment utilising the available data and known problem areas and through a four year budget commitment of £350k. - look at census data when targeting activity</p>	Head of PCC	December 2012

Objective	EFLG Theme	Action	Who	When
To ensure that we consult effectively and engage with all communities of interest and place; working to address their needs and improve outcomes	2 & 3 - place shaping, organisational commitment; ensuring that community engagement and consultation is effective	Develop a robust and nationally benchmarked strategy for tenant and resident participation through partnership working with the Tenant Participation Advisory Service Assess the effectiveness of our various methods of consultation (including Talkback), develop best practice approaches and exploit new ways to use social media and technology to influence and engage with communities Use the Cultural Strategy as a vehicle to celebrate and communicate the diversity of the City	Landlord Services Manager Head of PCC Head of PCC	October 2012 March 2013 March 2013
To revise the equality impact assessment process to focus on moving community outcome evaluation to the front end and first stages of developing policies, strategies, projects, MTFs and to raise awareness of the outcomes on groups that share protected characteristics	4 – Community outcome; proportionate evaluations of all strategies and operational services to consider the impact on all relevant communities and particularly those with protected characteristics	Run a monthly Oxford Work Club and support the provision of other community-based work clubs around the City, linking with initiatives targeting 16-24 year olds not in education, training or employment (NEETs) and Jobcentre Plus programmes Revise the Equality Impact Assessment process to focus more on community outcomes earlier in the process and ensure people have a good understanding of the community impacted by the proposals. Train managers accordingly (including the use of e-learning) Embed revisions in governance structures e.g. reports, project management arrangements	E&D BP E&D BP Social Research Officer	April 2012 December 2012

Objective	EFLG Theme	Action	Who	When
<p>To act as a community leader in procurement giving full consideration to equality issues</p>		<p>The updated Procurement Strategy 2012/ 2014 includes a detailed work plan of suitable services and a timetable of when Community and Not For Profit groups can apply to the Council (make an expression of interest) to offer to deliver suitable services on behalf of the Council. This also sits alongside the Social Value Bill that came into force in 2012.</p> <p>The Council has always encouraged NFP groups to apply for suitable tender opportunities and this is stated in tender advertisements. The appointment of Fusion Lifestyle to manage our Leisure centres is a recent relevant example.</p> <p>The Procurement team regularly speak at business and community events to promote different groups to apply for our tender opportunities and offers monthly training workshops.</p> <p>The Council's evaluation criteria takes into account wider issues beyond quality and price which create a more equal playing field for SMEs, BMEs and others able to offer more agile and innovative supply solutions.</p> <p>The Council's tender evaluation model includes a number of practical criteria which include paying a living wage to staff, encouraging apprenticeships and local employment opportunities and the benefit of doing this through reducing the carbon impact.</p> <p>All of these seek to increase local supply arrangements and create and support a thriving diverse economy</p>	<p>Head of BIT</p>	<p>Immediate</p>

Objective	EFLG Theme	Action	Who	When
Increasing the diversity of our workforce and promoting the council as an employer of choice, reducing unemployment locally and being an exemplar as a responsible employer, with a well managed approach to diversity	5 - Promoting a wider culture of equality of opportunity, a knowledgeable workforce based on talent; ensure that all staff are treated with dignity and respect	<p>Identify barriers to employment with the Council seeking views from outside & within</p> <p>Effective marketing of OCC as an employer of choice across schools & BME organisations</p> <p>Extending the Council's Apprenticeship programme with an additional 10 apprentices per annum for two years (2012/14)</p> <p>Produce an annual workforce equalities report and implement any actions which will increase the diversity of the workforce (with a focus on BME & disabilities). Refer to existing internal best practice e.g. Contact Centre</p> <p>Identify any 'glass ceilings' in relation to diversity and develop a series of actions to address this</p> <p>Make improvements to the website pages to include items such as "what its like to work here", brief portraits of all service areas (with career routes), and clear examples of what a model application form looks like</p>	<p>Head of HR & Facilities</p> <p>Head of HR & Facilities</p> <p>E&D BP</p> <p>E&D BP</p> <p>E&D BP</p> <p>E&D BP</p> <p>E&D BP</p>	<p>October 2012</p> <p>December 2012</p> <p>August 2012</p> <p>May 2012</p> <p>March 2013</p> <p>December 2012</p>