

4.2 The Equalities Action Plan 2011-2012 (reviewed annually)

Corporate Priority	Equalities Objective 1	Expected Outcome	Lead	Date of review	Progress quarter 4
Vibrant and sustainable economy - To drive forwards the spatial and economic regeneration of the City, building upon its special character and vitality	Usage and access to planning services/ application outcomes: to involve the Council's Access officers in the determination of all major planning applications	To enable all community groups to have fair access to the planning process and to ensure that major developments are accessible to people with a disability and meet the needs of diverse communities	Michael Crofton-Briggs (Head of Service)	Quarterly updates and an annual case study report	<ol style="list-style-type: none"> 1. Access Officer e-mailed weekly lists for screening and comments 2. Case officer to engage Access Officer at an early pre application stage 3. Developing process mapping from BPI "majors".
Corporate Priority	Equalities Objective 2	Expected Outcome	Lead	Date of review	Progress quarter 4
Meeting housing need - To provide high quality Property Services that meet the needs of our stakeholders in the way that they want and in the best corporate interests of the Council	<p>To increase the delivery of affordable housing, the re-provision and regeneration of community centre facilities, and the relocation of the Emmaus shop</p> <p>Targeting super output areas of deprivation in the bottom quartile nationally</p>	50% + affordable housing from 109 new units in Northway & Cowley Barton project (with Grosvenor) to deliver 40% affordable housing of up to 360 social housing units from 800 new units. Developing effective consultation and partnerships with third party providers Green Square and Hab Oakus	Steve Sprason (Head of Service)	Quarterly updates and an annual case study report	<ol style="list-style-type: none"> 1. The Council has achieved more than the planning policy guidelines in securing 60% socially rented housing for the Northway and Cowley development and has signed off the conditional development document. 2. The Council entered an LLP with Grosvenor in October 2011 and will deliver 40% socially rented properties (reflecting a mix of property sizes in compliance with current local need). The Council is on track to start the building in January 2014

Corporate Priority	Equalities Objective 3	Expected Outcome	Lead	Date of review	Progress quarter 4
Meeting housing need - To lead in the coordination and delivery of social, physical and economic regeneration in the City, with a particular focus on reducing inequalities and breaking the cycle of deprivation (concentrating on the wards with the worst ratings in the indices of deprivation)	Reduce homelessness: to undertake a fundamental service review of the homelessness service and to test the CRE Code of Practice	Prevention and reduction of homelessness in all its forms, and to ensure equality of access to housing and housing services by BME groups	Graham Stratford (Head of Service)	Quarterly updates and an annual case study report	The Homelessness strategy is very much in the early stages of planning, with issues based on evidence being scoped with a view to having a consultation document approved in July 2012. The Housing Needs Team will continue to seek to identify housing applicants within BME groups and with disabilities that are in high housing need. Effective monitoring systems will ensure any shift in allocations do not indirectly discriminate against BME groups and/or applicants with disabilities. Currently, around 23% of the households on the Housing Register state they are in a BME group, although 19% of the General Register list have not stated their ethnicity, based on those that have stated their ethnicity the number of households in BME groups is similarly reflected across all three housing lists. A detailed Annual Lettings Plan is sent to CEB.
Corporate Priority	Equalities Objective 4	Expected Outcome	Lead	Date of review	Progress quarter 4
Meeting housing need - To protect and sustainably transform the environment for all people living, working or visiting the City	Protecting the current levels of the Disabled Facilities Grant and HIA services	Thorough analysis of the recipients of the DFG and HIA and establish mitigating actions to address or explain any gaps to enable applicants to remain in their home for as long as possible, through the carrying out of essential repairs, adaptations and improvements.	John Copley (Head of Service)	Quarterly updates and an annual case study report	1. Surveys are sent out monthly and analysed quarterly. Current satisfaction levels are at 93% for the completion of works and around 99% for overall customer satisfaction. 2. Monitoring information is broken down for BME and Age as part of the reporting process to the County Council partners. 204 people received repairs ranging from

		Identify issues where an applicant's medical condition has deteriorated during the process and given rise to a further shortfall in provision that might result in unmet need.			major to small. 8.3% were from BME communities.
Corporate Priority	Equalities Objectives 5 & 6	Expected Outcome	Lead	Date of review	Progress quarter 4
Meeting housing need - To provide the best level of service to our tenants and the diverse communities we serve, and to provide value for money services that improve the environment, quality of life, health and wellbeing of people who live, work and visit the City	Usage and access to the housing repairs service	Highlight/ monitor equalities issues via the complaints processes already in place to determine any future mitigating actions. Expectation that satisfaction surveys/ responses continues to run at extremely high levels, consistently well above 90%. The Council will continue to invest to ensure that "Decent Homes" (and any subsequent standards) are maintained. Continue to offer online access and a free phone number for all tenants.	Graham Bourton (Head of Service)	Quarterly updates and an annual case study report	1. Noted that repairs satisfaction surveys/ responses continue to run at extremely high levels, consistently well above 90%. 2. No trends have been identified in terms of dissatisfaction with access to services. The disabled adaptations scheme continues to be fully funded, although there will be a review of the repairs exemption scheme in the light of the Equality Act 2010 to determine whether there might be an element of age discrimination built into the scheme
Cleaner greener Oxford	Usage and access to waste and recycling services	To continue to review the assisted collections service in order to maintain a universal and free service wherever possible and to minimise the impact of any charging to notional or zero levels for those in receipt of benefits	Graham Bourton (Head of Service)	Date of review Quarterly updates and an annual case study report	1. There are a range of options available for customers, from disposable sacks to containers of different sizes. There will have to be work undertaken to affect some cultural change around disposal habits in some sectors in order that communal bin areas are used more effectively. The assisted collection scheme (covering over 1000 residents) is subject to an annual review.

					2. Built in protections with c. 2400 residents (accounting for 23.5% of all service users) receiving free garden waste services
Corporate Priority	Equalities Objective 7	Expected Outcome	Lead	Date of review	Progress quarter 4
Strong and active communities - To provide world class parks, open spaces and leisure opportunities to improve the quality of life of everyone living in, visiting or working in Oxford	Usage and access to leisure services	Improving links to the Leisure Facilities Strategy through increased participation and access of targeted groups to build on the 98,000 per annum increases in visits to leisure centres. Provide leisure facilities of private sector quality at public sector prices and maintain and improve on current satisfaction levels of at least 95% Continue to seek a year-on-year uplift of up to 5% in participation by key users from BME, disabled and age groups (e.g. over 50 and U17 junior free swimming) NI8 corporate measure	Ian Brooke (Head of Service)	Quarterly updates and an annual case study report CorVu reports	1. 2011/12 baseline participation is to be confirmed in April 2012. April 2011 to January 2012 actual participation is 316,000. 2. A 27% increase by those with a disability, 15% for older people, 12% for BME groups and an 8% increase for women and girls. Initiatives to increase uptake and participation by those currently in receipt of JSA also form part of the Oxford Work Club's approach to supporting 'wellbeing'. 3. Currently 97% satisfaction levels at leisure centres.
Corporate Priority	Equalities Objective 8	Expected Outcome	Lead	Date of review	Progress quarter 4
An efficient and effective council - To provide corporate co-ordination and challenge in relation to policy, culture and communications and driving forward cultural partnerships and	Communication accessibility	Improving and remodeling cross-group initiatives to establish and manage an educational/ cultural events programme embracing different aspects of different communities in Oxford Encourage and facilitate participation in cultural activities and organisations for diverse community groups	Peter McQuitty (Head of Service)	Quarterly updates and an annual case study report	The Council worked closely with a range of community groups throughout 2011/ 2012. Part of the strategy was to encourage groups to share their experiences. However, due to organisational and budgetary pressures key cultural events were cancelled (e.g. Cowley Road Carnival and the Summer Mela). The new Cultural Strategy will place cross community initiatives at its heart, with the new Culture Team Leader playing a lead role in developing face to

regeneration within the city, building upon and enhancing the special character and vitality of the city's communities					face engagement as part of the initial consultation around the strategy. Important events are scheduled such as the Lord Mayor's celebrations linking with the Jubilee and focusing on multi faith street parties. Cultural initiatives will continue to be supported from grants commissioning and bidding for external monies for agencies such as the Arts Council.
Corporate Priority	Equalities Objective 9	Expected Outcome	Lead	Date of review	Progress quarter 4
An efficient and effective council - To drive and deliver a world class customer first culture throughout the Council and with our partners to the community with an ethos of accessibility (always, everything and everywhere), quality (right first time) and value for money services	Usage and access to Housing Benefit and Council Tax benefit	Using Mosaic and other data sets to revalidate previous pilot data to target community groups and the take up of benefits and to improve the understanding of local communities' needs. Ensure under represented groups are taking up entitlements to benefits	Helen Bishop (Head of Service)	Quarterly updates and an annual case study report	1.Customer and Stakeholder consultation & feedback workshops with Housing Associations and Advice Centres to examine options for Housing Associations and Advice Centres to be enabled to work with the Benefits Service and help the claimant. 2. Benefits caseloads are going up (from 10,500 to roughly 13,000 claimants) so the amount of capacity for take up work has been reduced. Culturally, older people and some BME communities do not claim, with families taking the responsibility for support. However, there is a good deal of anecdotal evidence across front line teams to suggest that there is now the need for external support in some traditional communities where third generation relatives are unable to speak their parents/ grandparents language (e.g. Chinese)

Corporate Priority	Equalities Objective 10	Expected Outcome	Lead	Date of review	Progress quarter 4
An efficient and effective council - To lead and support the Council in the management of its' people and playing a leading role in promoting and progressing equalities and diversity issues – both across the workforce and in service provision	Developing the diversity of the workforce	Employer of choice, with a strong commitment to equal pay and striving to achieve liP silver by 2015 Workforce more representative of local communities Ongoing review of action plans from the Annual Workforce Equalities Report and public sector duties under the Equality Act 2010	Simon Howick (Head of Service)	Quarterly updates and an annual case study report Annual Workplace Equalities Report	Strategic workforce planning in place, positive action being utilised for recruitment of apprentices.
An efficient and effective council	Staff Survey (December 2011)	Assess employee satisfaction and to link with the liP action plan	Melanie Magee	December 2013	Survey results being analysed at CMT/service head level with action plans to follow (linked to OD strategy)
An efficient and effective council	Equalities Framework for Local Government Peer Review	To reach "Achieving" level accreditation following an external review	Simon Howick	January 2012	Achieved successfully after the 18/ 19 January on site review
An efficient and effective council	liP Gold - Continue liP journey and draw out / focus on diversity themes	Improve the diversity of the workforce	P & E/OD Board	2012/2013	"Good to Great" and "GOLD" objectives set out by Chief Executive supported by an OD Board. Corporate Briefings in March 2012 will further embed the challenges ahead.
An efficient and effective council	Using iTrent to maximise input of equalities data and to use this to inform strategic workforce planning. Transfer and update all training data into the I Trent system to establish training records for all staff	Ensure accurate data held to help determine our baseline, produce reports, inform actions as part of workforce planning, ensure equality of opportunity and access to development for the benefit of employees/customers	P & E/OD Team	2012	Developed quarterly HR metrics reports presented to CMT.

An efficient and effective council	Implement new e-recruitment software to reduce administration and increase resources to be able to focus on advertising & selection	To release more time to focus on increasing diversity of applicants / new hires e.g. targeted campaigns, widen pool of candidates via more informed short listing and selection methods	P & E	2012	To be implemented in September 2012 (managed by P&E initially). Management training post September
An efficient and effective council	Scope and develop a series of Action Learning Sets to follow up Equipping Managers for Change – to ensure diversity forms a part of the programme	To share best practice in dealing with diversity issues, highlight the benefits of a diverse organisation and how this can improve the delivery of service to customers	P & E	2011/2012	Over 30 cohorts have been set up. The first 50% of cohorts are completed and with full feedback sessions given to the Chief Executive and Directors. Looking into how to fund/ deliver future ALS
An efficient and effective council	Equipping Managers for Change - Run a condensed version of the Equipping Managers For Change programme for both existing and new managers	To provide training that amongst other things, considers diversity issues in people management, recruitment and selection, and to positively inform how an understanding of diversity can be beneficial in informing how services can be delivered	P & E/OD Team	2011/2012	Condensed version of the EMFG workshops is available for all new managers, changed roles or where refreshers are necessary. P&E in ongoing liaison with service heads to identify need.
An efficient and effective council	Corporate training plan available on the staff intranet that will enable all service areas to link in with training being corporately provided and to ensure access to all employees	To provide an appropriately resourced corporate training programme and promote equality of access to it across all service areas and grades	P & E/OD Team	July 2011	Completed. Staff can book via self service
An efficient and effective council	Re launch "Exit" interviews to ensure all leavers are encouraged to give feedback about working for the Council and their experience	To gain useful feedback for managers, service areas on diversity (and other) issues and consider any action which might be appropriate	P & E Team	September 2011	Exit interviews highlighted to all leavers and P&E have the opportunity to target key areas with high turnover rates
An efficient and effective council	Apprenticeships and community projects - Extend the number of apprenticeships across the organisation (in conjunction with the Apprenticeship Pledge) visible community coaching and	To increase the diversity of the workforce, enable succession planning and career development and provide community leadership in promoting opportunity for others not working	P & E Team	2011/2012 Monthly Work Clubs	1.Oxford Work Club launched in December 2011 2. Averaging around 30 visitors per session and with c. 50% BME 3. Evidence of successes are being fed back to the team via testimonials

	interview workshops, reaching into schools and colleges (to focus on targeting key areas of deprivation within Oxford), as well as monitoring the career development opportunities available between service areas. Directorate teams will be encouraged to discuss exchange training and staff swaps, mentoring and internship opportunities where students can bring a clear related discipline to add value to the respective service areas.	for the Council. Seek to support employability skills for job seekers in the City and to maximise initiatives to benefit the community as a whole. Establishing and launching an Oxford Work Club to support jobseekers in Oxford City in partnership with Job Centre Plus and other community partners, and initiatives to support the community using internal and external resources			
An efficient and effective council	Focus on disability - Continue to emphasise the importance that staff self declare any disabilities under DDA (reinforced by the Equality Act 2010) in order that the Council can take all reasonable and proportionate steps to ensure full access to work, training, development and promotion opportunities as well as performance management. The Access Officer will conduct an analysis of the current spend on adaptations and make recommendations for future funding provision	To ensure we are supporting employees appropriately and making adjustments to enable those with disabilities to work effectively. To ensure our statistics are correct so as we can focus our efforts appropriately.	P & E Team	2011/2012	<ol style="list-style-type: none"> 1. Two Ticks successfully reaccredited after review in September 2011 2. Key P&E staff attended a specialist managing Disability Sickness Absence and Performance seminar in early 2012 and training slides are being produced 3. A central budget and policy has been established for managing disabled adaptations for staff workplaces
An efficient and effective council	New induction - Finalise the new induction process with a focus on equalities and diversity enable this via e-learning so those joining understand our commitment before joining	To promote our diversity values with new starters from post recruitment, and to ensure that our inclusive culture is embedded at the outset	P & E Team	2011/2012	<ol style="list-style-type: none"> 1. New induction process continues to be rolled out for all new staff and the Access Officer and E&D Business Partner are working with the OL&D team to develop the diversity elements for 2012 2. An E-learning authoring package

					license has been purchased by the Council and training delivered to P&E officers. This enables the Council to access a pre existing bank of e-learning courses and the facility to develop its own learning bank
An efficient and effective council	Communicating Diversity - Audit and update all staff intranet and external website equalities pages where required, including adding a guide to assist applicants with making more effective applications using the Council's standard application form. Develop new "Diversity Matters" internal monthly publication and continue to achieve Two Ticks and Stonewall Workplace Equality Index national accreditation	To promote our diversity values and embed a culture of inclusivity To prepare for and undertake annual external reviews in order to achieve Jobcentre Plus Two Ticks and Stonewall Workplace Equality Index re-accreditation as part of our commitment to disability and LGBT protected characteristics	P & E Team	September 2011	1.Two Ticks reaccredited in September 2011 2.The Stonewall WEI ranking improved from 353 to 305 (49 places). Described as a great effort against more stringent criteria in year 2
An efficient and effective council	Workforce planning - Launch a simpler Workforce Planning matrix to assist with the Council's business planning process and to help managers identify current and future workforce issues that have diversity as a fundamental part	To encourage managers to consider diversity issues in workforce planning to ensure opportunities exist for all, and that we strive to achieve a workforce that reflects our customer base	P & E Team	2011	Implemented but needs more work to be embedded.
An efficient and effective council	Living Wage - Review uplifting the mechanism and rate	To increase our minimum wage in the interests of improving income for individuals working for the Council directly or via contractors	P & E Team	2011/2012	Confirmed by CEB: Oxford Living Wage is £8.01
An efficient and effective council	Employer of choice: Promote the Council as a potential employer encouraging applications from under-represented groups (e.g. women in senior roles, BME)	To increase the diversity of the workforce through targeted recruitment promotion via a greater range of automatic e-mails to community groups	P & E Team	Immediate	Whilst we are doing work at entry levels ,e.g. apprentices, there are still things that need to be done in terms of attracting a diverse range of applicants to the various career routes available across all service areas.

An efficient and effective council	"What its like to work here" self assessment. Testing the experiences of protected characteristic groups	To build our reputation as an employer of choice regarding diversity. Ensure any issues that arise are addressed	P&E Team	April-June 2012	To follow on from analysis of Staff Survey results and linked to the Annual Workplace Equalities Report.
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