

Objectives	Desired Outcome	Measure	Council	Action	Direct/Lead Officer	Status	Equalities Commentary
Inclusive Communities	We are working directly with local underrepresented community groups to tackle inequality, our Council is representative of the community it serves, and everyone understands our commitments to equality, diversity and inclusion	EDI1.01 Engage with, and support, local community groups and organisations	Joint	We will take the time to listen, learn and build strong relationships with community groups. We recognise that we don't fully understand the barriers that underrepresented groups face in the local communities and we want to work together to fix this.	<ul style="list-style-type: none"> ■ Lauren Rushen ■ Susannah Wintersgill 	●	A new consultation platform (Let's Talk Oxfordshire and Let's Talk Cherwell) is due to go live shortly and will offer a greater variety of online consultation methods. At OCC, the administration is due to consult on the new Strategic Plan and Priorities.
		EDI1.02 Promote inclusive behaviour with service users	Joint	We will clearly explain on our website, social media platforms and in our buildings how important equality, diversity and inclusion is to our staff and customers by setting out how you can expect to be treated by us and how we expect customers to respect us in return.	<ul style="list-style-type: none"> ■ Lauren Rushen ■ Susannah Wintersgill ■ Tim Spiers 	●	We have held two scoping meetings for this action with Officers from the web teams, IT and Communications. Through these meetings we have identified that the council will be dealing with different types of customers and different demands. Rather than creating a single customer charter to try and capulate all of these different types of customer, we are now looking at understanding and demonstrating where we do promote inclusive behaviour, giving real life scenarios/ customer stories that we can publish to the customer through social media campaigns and website etc. These stories we have captured will clearly demonstrate the voice of the customer loop, where we have taken learnings from these scenario's and included it in our training or the way we deliver services to include more inclusivity. Where there are gaps identified, we will set up an improvement plan to prioritise this work and create new processes to better capture and utilise this information. This first phase will need to be a discovery piece of work, and we are currently in discussions around how we resource this.
		EDI1.03 Work directly with communities to identify inequality and tackle disadvantage	Joint	Both Councils' recognise the disproportionate impact of COVID on certain marginalised communities. We will listen and work with local community groups to co-produce solutions aimed at tackling racism and discrimination in our society.	<ul style="list-style-type: none"> ■ Lauren Rushen ■ Susannah Wintersgill 	●	No specific update provided for Q2, it is likely that this action will need to be re-profiled for the new action plan.
		EDI1.04 Work directly with communities to identify inequality and tackle disadvantage	Joint	We will analyse the ways in which the public engage with local democracy such as speaking at Council meetings or standing as Councillors and will actively encourage underrepresented groups to consider standing for elections and participate in public meeting debates including those who may digitally excluded.	<ul style="list-style-type: none"> ■ Anita Bradley ■ Steve Jorden 	★	We've given priority to ensuring access for members of the public to council meetings, including speaking, following the return to physical meetings: including COVID safe space within rooms; and virtual engagement where that suited the individual.
		EDI1.05 Work directly with communities to identify inequality and tackle disadvantage	Joint	Work with the Polish community in Banbury to identify inequalities and take action to improve inclusion	Nicola Riley	●	This action will need to be re-designed to fit with current workstreams

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	Our suppliers and organisations working on our behalf understand that to work with us they need to share our commitment to equality, diversity and inclusion. We are working constructively with partner organisations to make sure that we reduce inequality and discrimination in our local communities.	ED11.06 Promote equality, diversity & inclusion through our supply chain & strategic partnerships	Joint	<p>We will improve our commissioning and procurement procedures so that organisations working on our behalf or supplying us understand our equality, diversity and inclusion principles and that we expect them to act in the same way. We will also improve the way we monitor our contracts to make sure that EDI is part of the way we monitor progress.</p> <p>In our standard documentation we will present the Council's revised EDI policy and the expectation that contractors will share our aspirations.</p>	Melissa Sage	★	<p>Twelfth and final draft of Social Value Policy has now been reviewed and signed off by management in both Procurement and Climate Action. Procurement's review and sign-off completed w.c. 19 July 2021; Climate Action's review and sign-off completed w.c. 26 July 2021.</p> <p>Business partner review of policy final draft has been completed; Law on 19 August 2021 and Finance on 26 August 2021. Review by Directorate Leadership Team (DLT) completed on 6 September 2021 and the comments arising have been addressed appropriately as of 29 September 2021. Still waiting on a confirmed date for Chief Executive Direct Reports (CEDR) review, to be provided soon by Service Manager – Executive Support. Following this, the project team will submit relevant materials and submission form to be placed on the relevant Forward Plan for Cabinet.</p> <p>Initial consultations with Communications completed on 25 August and 23 September 2021; further preparation work required prior to re-engagement ahead of internal and external communication campaign. Checklist of actions for internal communications provided by Senior Internal Communications Officer and Climate Action Policy Officer (re: Climate Café).</p> <p>Preparation work underway for CEDR review of policy (aiming for October now DLT review has been completed). Draft CEDR report already completed, reviewed and approved by management level in Procurement, as well as Law and Finance as part of BP Review.</p> <p><i>Next Steps:</i></p> <p>Social Value Portal (SVP) to hold TOMs (Themes, Objectives, Measures) Workshop to help Council deliver the policy through the Portal.</p> <p>Relevant approvals for policy to be obtained (management and business partner approvals completed; DLT review completed; Director/Corporate Director, CEDR and Cabinet to follow in due course).</p> <p>Communications Team consultation is underway already and Corporate Training (in HR) to be consulted/engaged on rollout plan for policy.</p> <p>Establish working group for social value to guide policy.</p> <p>SVP to create Portal (based on TOMs workshop outcome) and deliver training in its use.</p>
		ED11.08 Work with partner organisations to understand diverse needs & create inclusive communities	Joint	<p>We will work collaboratively with our city/district and health colleagues to understand the barriers around the county in relation to housing/homelessness, employment and deprivation and how it disproportionately affects particular groups</p>	Ansaf Azhar	★	
		ED11.09 Work with partner organisations to understand diverse needs and create inclusive communities	Joint	<p>We know that the effects of climate change are more likely to negatively impact on people in living in areas of higher deprivation and we will address this through our Climate Action Framework</p>	Rachel Wileman	★	<p>We are engaging with a variety of community groups through our COP26 events.</p>

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Inclusive Service Delivery	We will have improved the way we present information about our services so that it is accessible to everyone, including those who do not have access to the internet. We have worked with our communities to make sure our buildings are welcoming and accessible to all now and in the future.	ED12.01 Ensure information, website & digital services are accessible to all incl digitally excluded	Joint	We will proudly promote our equality, diversity and inclusion principles on our websites with statements from our senior leaders and clearly set out the steps we are taking to create inclusive communities and services	Susannah Wintersgill	★	We have a page on our websites which includes our framework and statements from our leaders, and we will update this as progress continues with the programme.
		ED12.02 Ensure information, website & digital services are accessible to all incl digitally excluded	Joint	We will ensure that customers know how to contact our services and we take an inclusive approach to designing the most suitable customer experience based on their feedback.	<ul style="list-style-type: none"> ■ Laura Winkworth ■ Mark Haynes 	★	<p>An accessibility review has been undertaken and the council's website complies with the government's new accessibility requirements.</p> <p>A new project called Digital Presence has been established and there is engagement planned with groups who currently use our website on addition to those who may be digitally excluded.</p>
		ED12.03 Ensure information, website & digital services are accessible to all incl digitally excluded	Joint	We will introduce a clear and consistent policy regarding the translation of our information	<ul style="list-style-type: none"> ■ Lauren Rushen ■ Susannah Wintersgill 	●	A new contract with our translation provider is currently being finalised. Once this has been completed we will introduce guidance about how to access translation and interpretation services.
		ED12.04 Ensure information, website & digital services are accessible to all incl digitally excluded	Joint	We will make sure during the current website review that our websites are as accessible as possible for everyone. We recognise that we have a new legal requirement to make them better for everyone who uses them.	Tim Spiers	★	A review of website accessibility in line with new legislation has been completed and we have met the new standards. A new project called Digital Presence has been established and there is engagement planned with groups who currently use our website on addition to those who may be digitally excluded, this is jointly owned by the Director of ICT, Customer Services and Communications, Strategy and Insight.
		ED12.05 Take action to make our buildings accessible to all residents and staff	Joint	As we look to re-open our buildings and develop a new Property Strategy, we will take this opportunity to create more accessible spaces for services to be delivered.	Steve Jorden	●	Corporate Facilities Management are reviewing options for collaborative space and will continue to engage with respective services to assess potential requirements. The development of how we use our office space will be closely linked to the development of our Agile Working Strategy.

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	We gather the right data about people who use our services and we do this consistently across the organisation. We work together with people who use our services so that we can improve them for everyone, particularly the most vulnerable.	ED12.06 Better understand those using services & their needs by collecting information & feedback	Joint	We will improve the ways we collect information about our residents, including the forms we have on our website, customer satisfaction surveys, complaints and equality monitoring information about our residents. We will do this by making our questions consistent across the Council and clearly explaining why we ask for this information. We will then be able to use this information to improve the services we provide to people.	<ul style="list-style-type: none"> ■ Lauren Rushen ■ Mark Haynes 	●	This action is closely linked to action EDI 1.02. This action will need to be redesigned so that it can form part of the Voice of the Customer Project as further work will need to be undertaken to identify what processes services currently have in place to identify and understand customer feedback and how this information is utilised. Where there are gaps we will need to put mechanisms in to capture this data.
		ED12.07 Better understand those using services & their needs by collecting information & feedback	Joint	With our improved ways of collecting data, we will be able to use this information to improve the services we provide for residents. This will include understanding how we can safely share information with other organisations and partners and understand any trends or gaps in service provision for underrepresented groups.	<ul style="list-style-type: none"> ■ Laura Winkworth ■ Mark Haynes 	★	This target is closely linked to action EDI 2.02 where a new project is being developed to understand what our digital presence will need to be in the future which will include engagement with groups who currently use our website and those who are digitally excluded.
		ED12.08 Engage residents, those using services, and community groups, when planning services	Joint	We will continue to improve the quality of our services by co-producing with our residents. We have an ambition for as many services as possible to be co-produced in the future.	<ul style="list-style-type: none"> ■ Lauren Rushen ■ Stephen Chandler 	●	No specific update for Q2
		ED12.09 Engage residents, businesses those using services & community groups, when planning services	CDC	We will engage with businesses and key stakeholders to ensure that inclusive prosperity is a key factor in developing the Recovery and Prosperity Strategy for Cherwell	Robert Jolley	★	Outputs from Stakeholder Engagement workshops have shaped the first draft of the Recovery and Prosperity Strategy for Cherwell. Key stakeholders will be asked to comment on the draft strategy during October and November 2021.
		ED12.10 Plan and deliver services that promote inclusion	Joint	The Council has a legal requirement to understand the impact that decisions will have on people with certain protected characteristics. To ensure that we take this approach from the start of the decision-making process, we will deliver a new holistic equalities impact assessment tool so that we can understand and mitigate against any negative impacts on the decisions we take	<ul style="list-style-type: none"> ■ Lauren Rushen ■ Susannah Wintersgill 	★	The Equalities and Climate Impact Assessment (ECIA) has been adopted and embedded into decision making. A virtual training session with staff was held on 16 September to share information about how to complete the template and where to go to for help and advice.
Inclusive Workforce	We are seen in our community as an employer of choice in our local community. We have increased the diversity of our organisation by recruiting the most talented individuals who share our values and commitments to equality, diversity and inclusion.	ED13.01 Improve diversity of our organisation at all levels to be representative of our communities	Joint	We will closely monitor progress against our action plan and regularly communicate updates to staff and the public using a 'You Said, We Did' approach. We will review and add new actions at least once a year and we will make sure we involve staff networks and union representatives to constructively challenge the progress we think we have made.	<ul style="list-style-type: none"> ■ Lauren Rushen ■ Susannah Wintersgill 	★	Monitoring of the Equalities, Diversity and Inclusion (EDI) action plan has been implemented into the UNITY performance management system and will be reported as part of the Business Management and Monitoring report on a quarterly basis and will include a highlights summary. The development of the next action plan has commenced and is due to be completed in early 2022.
		ED13.02 Improve diversity of our organisation at all levels to be representative of our communities	Joint	We create more opportunities for staff, particularly those in underrepresented groups in our management, to have shadowing and mentoring opportunities so that everyone can reach their full potential.	Karen Edwards	★	

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		EDI3.03 Improve diversity of our organisation at all levels to be representative of our communities	Joint	We will introduce a mentoring for diversity scheme.	Karen Edwards	★	Following feedback from the mentors, the pilot has been extended to the end of October 2021. Feedback continues to be very positive. The final review meeting is being planned for November / December 2021. One to one conversations are taking place with the mentors around how they would like to be involved with the programme going forward. To date 50% of these conversations have taken place with all saying they would like to be involved with the next cohort of mentees. All mentors have reported that the programme has been beneficial both for the organisation and on an individual basis
		EDI3.05 Celebrate and promote diversity in our workforce	Joint	We will celebrate and raise awareness of different inclusion occasions across the year, working with our staff networks to celebrate role models and learn from each other.	Susannah Wintersgill	★	
		EDI3.06 Celebrate and promote diversity in our workforce	Joint	We are proud of the awards we hold that recognise our commitments to equality and inclusion. For OCC: We will work to maintain our Armed Forces Gold Award, improve our position in the Stonewall Workplace Equality Index and work towards achieving level 3 in the Disability Confidence Scheme, moving up from level 2. For CDC: We will maintain our Armed Forces Silver Award and our current level in the Disability Confidence Scheme. For both: We will agree how we can get external verification of our progress around race equality.	<ul style="list-style-type: none"> ■ Karen Edwards ■ Lauren Rushen 	★	Maintaining award statuses remains on track. Armed Forces Covenant awards are assessed every five years. OCC is on track to complete its application to the Stonewall Workplace Equality Index (deadline 5 Oct) results will be known in early 2022.
		EDI3.07 Celebrate and promote diversity in our workforce	Joint	We will start to produce ethnicity pay gap reporting and work to understand and tackle the barriers to accessing career progression and more senior roles for those from diverse backgrounds, including those from a Black, Asian or Minority Ethnic background or those with a disability.	Karen Edwards	★	the ethnicity pay gap report will be produced annually along side the gender pay gap report
		EDI3.08 Provide a supportive environment so all staff can reach their potential	Joint	OCC adapted action: We will deliver the actions in the Equality in Employment 2020 report. CDC and OCC: which includes providing clear and consistent communication to staff about why we collect equalities information and how we will appropriately use this data to improve our services so that they have confidence to disclose information. Our aim will be to increase the numbers of staff who provide this information so we can respond to it.	Karen Edwards	★	

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		EDI3.09 Provide a supportive environment so all staff can reach their potential	Joint	Develop a clear set of expectations for staff and managers that recognises the importance of staff networks, mentors and champions. This will include recognising the time commitments that come with these roles and that staff taking on these additional responsibilities should be supported by their line managers to do so	Karen Edwards	●	A draft paper has been produced to include proposals around protected time for network chairs and committee members plus a proposal for network support. Network chairs have commented on the draft paper. Next steps to discuss with Claire Taylor and then take to ELT for support
		EDI3.10 Provide a supportive environment so all staff can reach their potential	Joint	We will ask an independent organisation to assess our Equality Diversity Inclusion approach, we will set out actions resulting from the assessment in our plans and report on them.	<ul style="list-style-type: none"> ■ Lauren Rushen ■ Susannah Wintersgill 	●	A scope to review our Equality, Diversity and Inclusion (EDI) approach to training and development has been agreed and tendering for the work is currently being undertaken
	Staff at all levels of the organisation have received training about equality, diversity and inclusion and the impact of unconscious bias. We have embedded equality, diversity and inclusion into our organisational values, policy development and staff clearly understand and are delivering work that promotes inclusive services.	EDI3.13 Identify and tackle discrimination in all its forms	Joint	We will provide clear and consistent communication to staff about our approach to tackle bullying and harassment through our Dignity at Work policy. This will include how staff can report any instances and how these will be investigated	Karen Edwards	★	
		EDI3.14 Provide managers with skills to support employees with diff needs & plan inclusive services	Joint	We know that some staff do not currently feel comfortable to have conversations about equality inclusion issues or completing impact assessments so we will write guidance, create tools and deliver training to help address this and make it part of our everyday working life	<ul style="list-style-type: none"> ■ Lauren Rushen ■ Susannah Wintersgill 	★	
		EDI3.15 Train our staff to identify and avoid unconscious bias and deliver inclusive services	Joint	We will deliver unconscious bias training to CEDR, ELT and Councillors in the first instance and then deliver the messages from this training across the Councils	Karen Edwards	●	The external EDI training specialist commissioned to undertake the review did not have the capacity to undertake the work in the timescales required. An alternative provider has been selected with a completion date agreed end October 2021