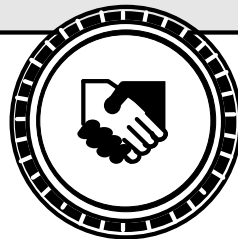


# **OXFORDSHIRE RACIAL EQUALITY COUNCIL**

**“Working towards the elimination of discrimination by promoting equality of opportunity and good relations  
between people of different racial groups”**

## **BUSINESS PLAN 2006 – 2009**



**XFORDSHIRE  
R.E.C.**

# **CONTENTS**

	Page
<b>Executive Summary</b>	<b>3</b>
<b>The OREC Business Plan</b>	<b>4</b>
<b>Our Mission</b>	<b>6</b>
<b>Aims and Objectives 2006 - 2009:</b>	
- <b>Work Programme</b>	<b>7</b>
- <b>Raising Awareness</b>	<b>14</b>
- <b>Community Development</b>	<b>19</b>
- <b>New Development/Policy</b>	<b>22</b>
- <b>Organisational Development</b>	<b>27</b>
<b>Who we are and where to find us</b>	<b>32</b>
<b>Estimated Budget – 2006 – 2009</b>	<b>34</b>
<b>Appendices:</b>	
- <b>Ethnic Breakdown of Oxfordshire</b>	<b>37</b>

## EXECUTIVE SUMMARY

Oxfordshire Racial Equality Council is the main voice that speaks on behalf of the Black and ethnic minority communities on issues relating to race and racial equality.

The last few years have seen major changes in race equality: The McPherson report, the Race Relations Amendments Act, race and employment, and education directives, all provide a stronger base from which to develop our work. In 2007 there will be a new UK Commission for Equality and Human Rights (replacing the existing equality commissions). Little is currently known about how the new Commission will function, and whilst seen positively, we also have concerns about race equality work becoming diluted, and whether the new Commission will change funding regimes to adversely affect the way local racial equality councils are currently funded.

In 2001 minority ethnic people in Oxfordshire accounted for just over 10% of the population. Since then these figures have grown due to increases in the refugee/asylum seeker population, and to migration following the enlargement of the European Union in 2004. In the current climate Oxfordshire Race Equality Council (OREC) has more to do than ever in supporting individuals, communities, and organisations to develop positive approaches and ways of working collaboratively to overcome discrimination.

In the last year we have strengthened relationships with the public, private and voluntary sectors. Partnership work is one of our strengths, and from this joint working a number of important initiatives have arisen, including:

- Multi-Agency Network Tackling Racially Aggravated Harassment (MANTRAH)
- Ethnic Minority and Black Race Action Committee for Enterprise (EMBRACE)
- Oxfordshire Voluntary Infrastructure Development programme (OVID) undertaking work with Black and minority ethnic groups, (BME) Faith groups, Travellers and Gypsies, Refugees and Asylum Seekers
- OEREN (Oxfordshire Employers' Race Equality Network)
- Thames Valley Police Racial Diversity Group
- Work with Primary Care Trusts
- Oxfordshire Community Partnership
- Oxfordshire Compact

This three-year business plan builds on this important multi-agency work and recognises the increasing importance of working with all communities to educate and raise awareness in order to overcome racial harassment and discrimination.

## THE OREC BUSINESS PLAN

**Over the next three years we have identified five key areas of work we need to develop further:**

- Race Equality Work
- Raising Awareness of the nature of Discrimination
- Community Development
- New Development/Policy
- Organisational Development

These five areas aim to ensure we continue to build a service that is valued and accessible for all members of the community, and that brings about positive change within the statutory and voluntary sector. The Commission for Racial Equality highlights the importance of encouraging equality, participation and interaction - each key area of our work supports these ideas.

Over the next three years a top priority is to build a strong staff team, with the knowledge, skills and creative flair to really make a difference. We need to ensure we attract sufficient funding to cover our core costs, and to find sources of funding that will enable new developments to get off the ground. .

**Our priorities for new work over the next three years** will focus on developing:

- A stronger base of volunteers who can extend the scope and geographic spread of our work
- Services in other parts of the County
- Work with schools and universities
- Better systems for monitoring and evaluating our work
- The adoption of good practice in our partner organisations and agencies
- Training and consultancy work
- Faith work.

The Business Plans sets out a realistic work programme for the next three years (2006 – 2009), and is based on consultation with our partners and stakeholders. Its purpose is to explain and highlight what we want to achieve, and we will use it to assist us in managing our work, demonstrating our achievements and evaluating our performance. It will assist us to implement our funding obligations particularly with regards to the CRE, OCC and OxCC.

**The Business Plan outlines:**

- (i) Our goals, and objectives
- (ii) How we will achieve them
- (iii) Who is responsible for them
- (iv) The targets and outcomes we expect
- (v) When we expect to achieve them

**Review**

The plan will be updated at the end of each financial year, and reviewed quarterly with the Director, Staff and Management Committee.

## **OUR MISSION**

***OXFORDSHIRE RACIAL EQUALITY COUNCIL IS WORKING FOR A JUST SOCIETY, WHICH GIVES EVERYONE AN EQUAL CHANCE TO WORK, LEARN AND LIVE FREE FROM DISCRIMINATION AND PREJUDICE, AND FROM THE FEAR OF RACIAL HARASSMENT AND VIOLENCE.***

### **AIMS AND OBJECTIVES - 2006 - 2009**

- + Race Equality Work** – to provide an increasingly effective advisory service throughout Oxfordshire
  
- + Raising Awareness** – to positively promote better understanding between people and communities about Race and Race Equality
  
- + Community Development** – to actively work with disadvantaged groups and individuals to empower them to make a positive contribution to their communities and society as a whole
  
- + New Development/Policy** – to work strategically to promote and influence community cohesion and development
  
- + Organisational development** – to recruit and retain a strong staff team and Management Committee, with the skills and aptitudes to undertake existing and new work. To build strong and effective systems to support our work and enhance our service delivery.

# **WORK PROGRAMMIE**

**RACE EQUALITY WORK**  
**AIM - TO PROVIDE A TIMELY AND EFFECTIVE ADVISORY SERVICE TO**  
**INDIVIDUALS IN OXFORDSHIRE**

<b>OBJECTIVE</b>	<b>HOW WE ARE GOING TO DO IT</b>	<b>WHO IS RESPONSIBLE</b>	<b>STARTING DATE</b>	<b>TARGET/OUTCOME</b>	<b>DATE TO BE ACHIEVED</b>
<b>1. Timely</b> - to ensure people use our services at the time when they most need them.	By ensuring there is a fast and efficient response to referrals.	Admin staff/ Director/ Race Equality Officer	October 2006	All new referrals to be seen with one week of referral.	Review weekly
<b>2. Accessible</b> – to ensure the Racial Harassment and Employment Discrimination services are publicised and accessible for people throughout Oxfordshire.	By ensuring our services are well advertised and regularly promoted.	Director – Race Equality and Diversity	April 2006	Greater number self-referred or referred.	Quarterly reviews
	By maintaining a comprehensive database of reporting centres and making sure this information is available to those that need it.	Admin staff/ Director – Race Equality and Diversity	September/October 2006	Ensuring OREC staff are aware of reporting centres and that information about them is widely available.	October 2006
	By setting up outreach surgeries in Banbury Citizens Advice Bureau.	Race Equality Officer		Surgeries to be held every 2 months in Banbury and records kept of clients.	Surgeries should have started May 2006
	By producing leaflets and posters and by promoting the RACISM ACTIONLINE across the County.	Admin/Race Equality Officer	July 2006	Leaflets & posters produced & distributed to 50 individuals and 20 organisations/partner agencies to promote the service – bimonthly meetings, website and newsletters.	Quarterly reviews
	Provide easy access for reporting on the Racism Action Line. <i>(to be discontinued after Oxon Mantrah Launch and replaced by Online reporting form – <a href="http://www.reportracism.oxon.com">www.reportracism.oxon.com</a>).</i>		July 2006	250 reports of racist incidents received and recorded and end of year report produced.	Review as needed

<p><b>3. Effective</b> By providing well-informed advice and assistance to individuals concerning racial harassment, and discrimination in employment.</p>	<p>Prepare and serve RR65 questionnaires/other interrogatories to respondents.</p>	<p>Director/Equality and Diversity Officer (EDO)</p>	<p>Ongoing</p>	<p>20 individuals supported fully.</p>	<p>March 2007</p>
	<p>Prepare detailed witness statements for claimants.</p>			<p>At least 8 RR65s/interrogatories to be served.</p>	<p>March 2007</p>
	<p>Ensure representation for clients at full ET hearings and Civil Courts if settlement impossible in partnership with CRE and BAR PRO BONO.</p>	<p>Director/ Equality and Diversity Officer (EDO)</p>		<p>Representation made on 5 case conferences.</p>	<p>March 2007</p>
		<p>Director/Equality and Diversity Officer (EDO)</p>		<p>3-6 settlements achieved for complainants.</p>	<p>March 2007</p>
				<p>At least 5 ET1's correctly prepared and served.</p>	
	<p>Client satisfaction forms are developed.</p>			<p>Representation secured for at least 2 clients at a full ET.</p>	
	<p>Racial Harassment Cases.</p>			<p>Client satisfaction forms are completed.</p>	
<p>Comic Relief Annul Report prepared.</p>	<p>Director/</p>		<p>50 Cases successfully resolved</p>		
<p>End of Year monitoring and Quarterly Reports to submit to CRE.</p>	<p>Equality and Diversity Officer</p>		<p>February 2007</p>		
			<p>2006 Annual Report completed and submitted to Comic Relief.</p>	<p>July 2006</p>	
			<p>Quarterly Reports prepared - ongoing</p>	<p>October 2006</p>	
				<p>January 2007</p>	
				<p>End of Year Report</p>	
				<p>March 2007</p>	

<b>OBJECTIVE</b>	<b>HOW WE ARE GOING TO DO IT</b>	<b>WHO IS RESPONSIBLE</b>	<b>STARTING DATE</b>	<b>TARGET/OUTCOME</b>	<b>DATE TO BE ACHIEVED</b>
<p><b>4. A well informed service</b> – to gain a greater understanding of how people access the service, when /how it is used, and how regarded.</p>	<p>By maintaining a comprehensive database of enquiries, cases dealt with and their outcomes.</p> <p>By maintaining a comprehensive central database for racist incidents and outcomes reported in OXON from June 2006.</p> <p>By producing quarterly reports.</p> <p>Ensure RH1 in place before MANTRAH launch.</p> <p>By developing client satisfaction monitoring forms.</p>	<p>Office Manager</p> <p>Director/Office Manager</p> <p>EDO</p> <p>EDO</p> <p>Director/EDO</p>	<p>January 2007</p>	<p>An end of year evaluation report is produced and statistics disseminated to key stakeholders.</p> <p>Reports are disseminated to CRE and key stakeholders.</p> <p>Annual Report to Comic Relief.</p> <p>Disseminated to CRE and key stakeholders, statistics in Annual Report reflecting number, nature, place, gender, time, ethnicity of incidents, showing patterns and trends.</p> <p>RH1 in place at MANTRAH launch.</p> <p>All clients are asked to complete.</p>	<p><b>March 2007</b> March 2008 March 2009</p> <p>July, October and January 2007</p> <p>January 2007</p> <p>January 2007</p> <p>Ongoing</p>

<p><b>5. A well connected service</b> – to ensure we work with others to achieve the best possible outcomes.</p>	<p>By ensuring our partner multi-agency agencies are well informed &amp; able to promote our work.</p>	All staff		Positive feedback from partner organisations/agencies.	Review December 2006, then quarterly analysis
	<p>Through regular attendance at partnership meetings by all relevant staff.</p>	All staff			Ongoing
	<p>Ensure reporting centres use common multi-agency reporting forms across the county.</p>	EDO			
	<p>Providing training on RH1 and RH2 forms to statutory, private and voluntary sector.</p>	Training Officer/EDO	3 training sessions conducted for multi-agency partners with a target of 35 people – an evaluation report is produced based on participants self assessment forms.	May 2006 – March 2007	March 2007
<p>By coordinating bi-monthly multi-agency casework meetings for multi-agency panel.</p>	Equality and Diversity Officer (EDO)			6 meetings co-ordinated and minutes taken of meetings involving 12 agencies.	

<b>OBJECTIVE</b>	<b>HOW WE ARE GOING TO DO IT</b>	<b>WHO IS RESPONSIBLE</b>	<b>STARTING DATE</b>	<b>TARGET/OUTCOME</b>	<b>DATE TO BE ACHIEVED</b>
	<p>Establish a racial equality forum for schools to ensure they can take effective co-ordinated action on cases, and that racial harassment issues are part of the curriculum.</p> <p>Monitor racial harassment in schools via multi-agency co-workers group of 10 representatives from 10 different schools.</p>	Director/EDO	<p>Meeting held with Keith Bartley – Director for Children, Young People and Families on 3 February 2006.</p> <p>Pilot Project discussed with Banbury School</p>	<p>4 QUARTERLY forum meetings held with 10 schools in which racial harassment procedures are monitored – a number of school governors are monitored and a programme is in place to encourage more ethnic representation to tackle racial harassment issues. – Records kept of progress.</p>	January 2007
<p><b>6. Development and implementation</b> of a strong partnership with clear protocols to prevent and tackle racial harassment and ensure that all partner agencies ratify their long term commitment to use of the protocols.</p>	<ul style="list-style-type: none"> <li>-Formal agreement by partners.</li> <li>-Letters of acknowledgement from partner agencies.</li> <li>-Charter agreement ratified by partner agencies.</li> <li>-Influencing agencies to include reports on racial harassment in their annual reports and other publications/newsletters</li> <li>.</li> <li>-Percentage of cases</li> </ul>	Equality and Diversity Officer (EDO)		<p>Formal endorsement of the partnership by partner agencies.</p> <p>Formal ratification and use of the protocols.</p> <p>The use of set standards in order to deal with cases of racial harassment i.e. response levels.</p>	March 2007

	being reported and the actual number of cases processed.				
<b>7. Sustenance</b> of the network and support to victims of racial harassment	<ul style="list-style-type: none"> <li>-Copies of grants applications made to partner agencies.</li> <li>-Letters to funding bodies.</li> <li>-Copies of minutes of discussions relating to funding.</li> </ul>			<p>Annual report to be endorsed by partnership.</p> <p>The need for continuity of the work formally recognised and endorsed by partners.</p> <p>Development of draft plans for post project support to victims.</p>	
<b>8. Development of a Diversity Forum for Oxfordshire</b>	Working with other members of the Oxfordshire Voluntary Sector Partnership (OVSDP) to work with disabled people, Gay, Lesbians, Bi-Sexual and Transgender, Aged, Gender oriented organisations to mirror the needs of the marginalized groups and to bring them in line with the mainstream organisations and individuals in the society.	<ul style="list-style-type: none"> <li>- Director</li> <li>- Equality and Diversity Officer.</li> </ul>		To create a Diversity Forum for Oxfordshire that can promote greater understanding and promote peace co-existence and enhance opportunity for meeting together and learn about each other and forge common knowledge about how to promote their interest in Oxfordshire.	March 2009

# **RAISING AWARENESS**

**RAISING AWARENESS**

**AIM - TO POSITIVELY PROMOTE BETTER UNDERSTANDING BETWEEN INDIVIDUALS AND COMMUNITIES ABOUT RACE AND RACE EQUALITY AND DEVELOPING THE INTER-LINKAGES BETWEEN EQUITY AND HUMAN RIGHTS.**

<b>OBJECTIVE</b>	<b>HOW WE ARE GOING TO DO IT</b>	<b>WHO IS RESPONSIBLE</b>	<b>STARTING DATE</b>	<b>TARGET/OUTCOME</b>	<b>DATE TO BE ACHIEVED</b>
<p><b>1. Raising awareness in both agencies and communities.</b></p>	<p>By holding workshops/seminars, including public launch of MANTRAH.</p> <p>By influencing Community Safety Partnerships &amp; local authority.</p> <p>Questionnaires/ surveys to include questions on racial harassment.</p> <p>By collating all incidents from Reporting Centres &amp; circulating statistics to partners (monthly - and shared at monthly meetings.</p> <p>By organising public meetings.</p>	<p>Director/ EDO, Training Officer/Admin</p> <p>Director</p> <p>All staff</p>	<p>April 2006</p>	<p>Increased awareness demonstrated through surveys, feedback from users of the service.</p> <p>Feedback from surveys carried out by other key agencies. Recurring agenda item at monthly/bimonthly meetings of the partnership.</p> <p>Hold at least one public meeting a year on community development and involvement.</p>	

<p><b>2. Raising awareness with the general public</b> - Promote general awareness and social inclusion throughout Oxfordshire.</p>	<p>Develop relationship with the local media and develop publicity strategy.</p> <p>Produce marketing material-leaflets, posters, victim support letters etc.</p> <p>Conduct a Public launch of MANTRAH.</p> <p>Publicise reporting of racial incidents throughout Oxfordshire.</p>	<p>OREC/REO/Partners Management Board</p> <p>OREC/key partners</p> <p>Equality and Diversity Officer/OREC</p> <p>Admin</p>	<p>September 2006</p>	<p>Monthly feature in newspaper/journals/newsletters. Reports from victims of how using the service helped resolve/tackle their case.</p> <p>Distribute to 1000 households in Oxfordshire informing public of MANTRAH's work, about reporting centres &amp; casework services.</p> <p>Advertise in local news papers/newsletters, websites of voluntary and statutory. Reporting of racial issues in the local media.</p>	<p>June/July 2006 and ongoing</p>
<p><b>3. Raising awareness and encouraging positive action</b> with organisations and agencies.</p>	<p>Provide training for a wide range of agencies in Oxfordshire on racial harassment, racial discrimination and legislation.</p>	<p>Director/Training Officer</p>		<p>Training materials devised – 20 agencies trained by March 2007.</p>	
<p><b>4. Promote understanding of Government's and CRE's focus on</b></p>	<p>Work to CRE funding application for 2007-2008.</p>	<p>Director/Staff/Management Board</p>	<p>April 2007</p>	<p>Contact with 20 established small/medium size enterprises (SME) in Oxfordshire, existing network of OEREN expanded</p>	<p>July 2007</p>

integration priorities.	Cement links with Embrace and OEREN.	Director	April 2007	(list drawn up). Diversity and equal opportunities polices of 10 agencies reviewed.	
-------------------------	--------------------------------------	----------	------------	--	--

16.

<b>OBJECTIVE</b>	<b>HOW WE ARE GOING TO DO IT</b>	<b>WHO IS RESPONSIBLE</b>	<b>STARTING DATE</b>	<b>TARGET/OUTCOME</b>	<b>DATE TO BE ACHIEVED</b>
	<p>Encourage and support statutory agencies to engage with BME communities and Faith Groups, Traveller Community.</p> <p>Devise and conduct a development training course for Oxfordshire youth service on Race Equality issues.</p> <p>Address meetings of R.S.L's, unions, local authorities on racial harassment issues.</p> <p>Deliver a consultancy service re RRA (2000) and general race equality issues to 20 organisations, including statutory, private and charitable, in Oxfordshire.</p>	<p>Director/Training Officer</p> <p>Director/Training Officer</p> <p>Consultant/Trainer</p>	April 2007	<p>Active engagement of BME Groups, Local Area Committees, Local Strategic Partnership and Oxfordshire Community Partnership, Oxfordshire Compact.</p> <p>Reiterate importance of prioritising racial harassment. -encourage more agencies to work with the partnership and its protocols.</p> <p>Promotional material distributed widely.</p> <p>Outline plan for consultation accepted by 5 agencies.</p>	

<b>4. Raising awareness with young people.</b>	Establishing contact with Schools.	Director	1 March 2006	Meeting held with Mr. Martin Pounce, Education Officer for Governor Service to discuss race equality issues and the curriculum.	
	Encourage recruitment of BME Governors.	Director	September 2006		
	Actively involve Oxfordshire schools in race equality work to encourage best practice in incident reporting.	Director		Discuss with schools the Ofsted Race Equality Document All Oxfordshire schools involved by 2006-2009.	
<b>5. Raising awareness of the needs of BME Prisoners within the prison service</b>	Attending Bullingdon Prison HMCS  Race relations Management Team Strategy Meeting.	Director	February 2007		July 2008
<b>6. HMCS (Her Majesty Court Services) &amp; CPS.</b>	Meet with Chief at CPS.	Director OREC/REO	20 December 2005 28 February 2006	Raising awareness of the needs of BME Prisoners within the Court Service.	
<b>7. Investigating the awareness and understanding of the Human Rights Act and exploring how it can be used to promote equality in Oxfordshire.</b>	<ol style="list-style-type: none"> <li>1. Carry out desk research to understand the gamut of the Human Rights Act and understand how it has been applied in other areas of the country.</li> <li>2. Carry out a Survey: Human Rights: rights and wrongs to</li> </ol>	<p>Working with partner agency, the Centre for Diversity Policy Research and Practice of the Oxford Brookes University</p> <ul style="list-style-type: none"> <li>- Director</li> <li>- Equality and</li> </ul>	April 2008	<p>Develop a clear programme of intervention to mainstream human rights into all the equality work in Oxfordshire.</p> <p>Stimulate debate about the effect of human rights in the community mirroring the need for matching rights with responsibilities in the county.</p> <p>Carry out Focus Groups discussion programmes and run Conferences to disseminate information to stakeholders and members of</p>	March 2009.

	<p>know what the general public knows about the Act.</p> <p>3. Carry out 5 (No.) Focused Group Discussion programmes using existing organisations and the Equality and Diversity Forum in Oxfordshire.</p> <p>4. Use the existing Oxfordshire Employers Race Equality Network (OEREN) to carry out further research on the outcome.</p>	<p>Human Rights Officer.</p>		<p>the public.</p>	
--	---	------------------------------	--	--------------------	--

# **COMMUNITY DEVELOPMENT**

## **COMMUNITY DEVELOPMENT**

**AIM - TO ACTIVELY WORK WITH GROUPS AND INDIVIDUALS TO EMPOWER THEM TO MAKE A POSITIVE CONTRIBUTION TO THEIR COMMUNITIES AND SOCIETY AS A WHOLE**

<b>OBJECTIVE</b>	<b>HOW WE ARE GOING TO DO IT</b>	<b>WHO IS RESPONSIBLE</b>	<b>STARTING DATE</b>	<b>TARGET/OUTCOME</b>	<b>DATE TO BE ACHIEVED</b>
<b>1. Work with major sporting and art</b> bodies to promote social inclusion.	Develop relationships with key organisations/agencies; including – Local Authority, Museum of Modern Art Oxford, Ashmolean Museum.	Director/CNDO	April 2007	Re-establish links with Oxford Inspires.  Participate in “Kick Racism out of Football”.	31 March 2008
<b>2. Build relationships</b> with key BME groups/ significant others.	Contact Abolition of Slavery Working Group - Black Achievement & Development Group. ACCAN (African Caribbean Communities Action Network) and Asian Cultural Centre  Consolidate BME Forum.	Director  CNDO	September 2006  January 2007	3 meetings arranged.	October 2006
<b>3. Develop a community presence.</b>	By taking part in community events organised by Oxford City Council and Oxfordshire County Council and OCVA (e.g. Charity Fair).	All staff	July 2006  September 2006	1 two-day meetings attended.	

<b>4. Participatory Action.</b>	By using methods of approach and tools that encouraging participatory learning and action.	Training Consultant	September / October 2006	5 Groups trained.	December 2006
	Working closely with the OVID Consortium/ Compact/OCVA.	Director	September 2006	Undertake training needs analysis of all OVID members. OVID Protocols developed.	September 2006 and ongoing
<b>5. Consolidate ASP Network and establish Diversity Forum.</b>	Employ CNDO with funding from either Basis or Capacity Builders/ Improving Reach Fund.	Director/CNDO	January 2007	Recruitment and appointment of CNDO.	February/March 2007
<b>6. Training and Mentoring.</b>	Specialist training with language support for small groups.	Training Consultant	September 2006	Formalise position of Training Consultant.	September 2006
	Appoint Training Officer to work with Training Consultant to devise mentoring programme to encourage support by bigger organisations for members of small groups.	Training Officer/CNDO	January 2007	Recruitment and appointment of Training Officer.	February/March 2007
<b>7. Develop a voluntary organisation</b> to represent and meet the needs of Gipsy and Traveller communities.  Support new organisation for Traveller community.	Adopt the feasibility study undertaken by ASP work.	Director/ASP Steering Group	January 2007	Appoint a part-time Specialist worker to set up a Steering Committee from the Traveller communities.	March/April 2007
	Continue with links made during ASP work.	Specialist Worker	June 2007	New Group launched.	
<b>8. Maintain contact with Regional ASP Group.</b>	Attend regular meetings and contribute to development of new initiatives.	Director/Chair	September 2006	Minutes and reports filed and information distributed to ASP Steering Group.	March 2007
<b>9. Establish a BME local SME network</b> that links with Embrace and OEREN.	Employ specialist worker (Business Development Officer – BDO) with CRE funding.	BME BDO	April 2007	Network established and publicised – 3 meetings held.	July 2007 and onwards

**NEW  
DEVELOPMENT  
& POLICY**

**NEW DEVELOPMENT AND POLICY**  
**AIM - TO WORK STRATEGICALLY TO STRENGTHEN OREC'S ROLE PROMOTE AND INFLUENCE**  
**COMMUNITY COHESION AND DEVELOPMENT**

<b>OBJECTIVE</b>	<b>HOW WE ARE GOING TO DO IT</b>	<b>WHO IS RESPONSIBLE</b>	<b>STARTING DATE</b>	<b>TARGET/OUTCOME</b>	<b>DATE TO BE ACHIEVED</b>
<b>1. Continue to build on and strengthen partnerships –</b> in order to strengthen the work we and others do.	Through contact with and by regularly attending partnership meetings, including social inclusion group.	Director			
	Oxfordshire Community Partnership (OCP).				
	Oxfordshire voluntary Infrastructure Development Plan (OVID).	Director/Board/CNDO	August/September 2006	Protocols for OVID done. Complete funding applications – Basis/Capacity Builders.	August/September 2006
	Review Race Equality Schemes District Councils.	Training Consultant/ Training Officer			
	Multi-Agency Network Tackling Racial Harassment (MANTRAH).	REO		Stipulation to run bi-monthly Surgeries and countywide multi-agency approach to tackling racial harassment, including operation and maintenance of Racism Action Line.	
	Ethnic Minority and Black Race Action Network (EMBRACE).	REO			
	Oxfordshire County Council – Service Level Agreement.	Director	1 April 2005 - 31 March 2008	As above as well as: Active involvement in the Oxfordshire Partnership and the Social Inclusion Group	SLA ends 31 March 2008
	Oxford City Council.  Strengthen working relationship with neighbourhood policing group in Didcot.	Director			By end of December 2006

	Race Equality Steering Group Meetings – Oxford.	Director			13 September 2006 10 am-12 noon – Committee Rm, L3, John Radcliffe Hospital.
	Radcliffe Hospitals NHS Trust.	Director			13 December 2006 10 am-12 noon – Committee Rm, L3, John Radcliffe Hospital
	Thames Valley Strategic Health Authority.	Director	16 March 2006		
	Racial Equality Council Directors Meeting	Director			
	Primary Care Trusts (PCTs).	Director		Purpose of the meeting is to monitor the Race Equality Schemes and to ensure that PCTs are working effectively in Oxfordshire to address the health needs of BME Groups.	26 January 2006 – Strategic Health Authority 6 February 2006 – South West Oxon 9 February 2006 – Oxford PCT 6 March 2006 – North East PCT 20 March 2006 – North PCT
	Oxfordshire PCT Black & Ethnic Minority Network (Equality & Diversity Steering Group).	Director	5 December 2005	The Forum is set up to provide a medium for open discussion and debate regarding the issues concerning the BME staff at Oxon PCTs.	13 March 2006
	Oxfordshire Rural Development Group (ORDG)	Director	6 January 2006	To develop a county-wide rural strategy for Oxfordshire to enhance the development of community leads.	22 February 2006
	Oxfordshire Employers Race Equality Network (OEREN)	Director		Employers Network Encourage more groups to join OEREN work towards Awards.	March 2007
<b>2. Review of Race Equality Schemes</b>	Consolidate contact with 5 District Councils and conduct review of Race Equality Schemes.	Director/Consultant Trainer	August 2006 onwards	3 RES's reviewed and advice given on revision.	March – April 2007



	provided with basic training on how to record and report racial incidents and information on the multi agency set up.				
<b>4. Support and develop</b> Small/Medium size enterprise (SME) network with OEREN.	Appoint SME/ Business Development Officer (BDO) with CRE funding.	BDO	April/May 2007	- Network established and publicised - Regular Meetings arranged (3 per year).	By September 2007 2007 and ongoing
<b>5. Maintain lead role</b> for ASP and Improving Reach Programme through Capacity Builders.	Attend all meetings of OVID/Compact Group.	Director/Board	August 2006 and ongoing	Active participation as partners in all Change Up and Rural Communities Social Programme.	March 2008
	Contribute to formulation of Service Matrix and Protocols.	Director/Chair	August 2006	Protocols accepted and signed. Staff appointed and trained.	March 2008
	Take lead role in development of Diversity Forum.	Director/CNDO		Contacts firmly established with all OVID/Compact Partners.	March 2008
	Deliver Diversity training.	Consultant Trainer	August 2006	4 training sessions delivered.	March 2008
<b>6. Set up a voluntary</b> organisation to represent needs of Travellers and Gypsies.	Application submitted to Capacity Builders. Ensure their recruitment process is carried out in consultation with OVID partners and traveller communities.	Director/Traveller Communities/Development Officer	March 2007 onwards	Regular supervision and support given to workers.  4 meetings held in first year with records kept.	March 2008
<b>7. Set up BME</b> Faith Communities Network.	Application sent to 'Improving Reach'. Work with mainstream faith networks and OVID/Compact.	BME Faith Network Development Officer/ Director	March 2007	Publicity material appropriately devised and distributed.	March 2008

# **ORGANISATIONAL DEVELOPMENT**

**ORGANISATIONAL DEVELOPMENT**

**AIM - TO RECRUIT AND RETAIN A STRONG STAFF TEAM AND MANAGEMENT COMMITTEE WITH THE SKILLS AND APTITUDES TO UNDERTAKE EXISTING AND NEW WORK. TO BUILD STRONG AND EFFECTIVE SYSTEMS**

<b>OBJECTIVE</b>	<b>HOW WE ARE GOING TO DO IT</b>	<b>WHO IS RESPONSIBLE</b>	<b>STARTING DATE</b>	<b>TARGET/OUTCOME</b>	<b>DATE TO BE ACHIEVED</b>
<b>1. Staff recruitment.</b>	Review job descriptions and contracts.	Management Board/ Director		Successful appointment of Director and Race Equality Officer.	August 2006 November 2006
<b>2. Communication</b> Ensure effective communication systems are in place between Trustees and Staff.	Regular staff team meetings  Director to keep staff informed.	Director	June 2006	Well informed and motivated staff team.	Review team meeting yearly
<b>3. Generate income.</b>	Develop a fundraising strategy in light of available funding streams.  Implement fundraising strategy with Board consensus.	Director/Finance & General Purposes Sub-committee  Director/Management Board/ Consultant Trainer		Income raised to cover core costs and new developments.	Ongoing  Ongoing
<b>4. Staff Guidance/Employee Handbook.</b>	Develop a comprehensive staff handbook.	Director/Office Managers	September 2006		December 2006

	Review and update all policies and procedures that govern OREC's work	Director/Management Board/Personnel Sub-Committee	September 2006	To review all policies	March 2007
<b>5. Good Practice</b>	Comply with level 3 of CRE standards – to ensure staff are familiar with core standards and work as a team to achieve them	Director/all staff		To be achieved: Core standard 1 (commitment to quality), 2 (Equal opportunities), 3 (user centred services), 14 (Race specific work)	
<b>6. Staff support and supervision</b> – to ensure staff are supported and helped to develop in their work.	By having an appraisal mechanism in place – meetings to be held. quarterly – By providing regular supervisory/support meetings for staff.  By convening at least one Personnel Sub Committee every quarter.	Director/Management Board	June 2006	Meetings convened	Personnel Sub Committee meetings convened: 8 June 2006 3 August 2006 21 August 2006 4 October 2006
<b>7. Ensure financial propriety and good practice</b> in conducting the financial business of OREC.		Director/Management Board/Treasure	September 2006	Meetings to be convened quarterly	Notify Finance and Committee – Dates
<b>8. Maintain accurate statistical records of all queries in office.</b>	Rehaul filing systems and centralise record keeping procedures.	Office Managers	Ongoing	Readily accessible information for production of quarterly and annual reports.	Ongoing

<b>9. Management Committee.</b>	Convene regular meetings.  Agree Terms of References  Finance and General Purposes Sub-committee.  New Members Induction.	Director/Management Board  Management Board/Chair of Personnel/Finance and General Purposes Sub Committee  Management Board/Director			Management Board meetings on: 12 June 2006 30 June 2006 12 September 2006 31 October 2006 12 December 2006 23 January 2007
---------------------------------	---	--	--	--	--

<b>OBJECTIVE</b>	<b>HOW WE ARE GOING TO DO IT</b>	<b>WHO IS RESPONSIBLE</b>	<b>STARTING DATE</b>	<b>TARGET/OUTCOME</b>	<b>DATE TO BE ACHIEVED</b>
<b>10. Team Development.</b>	Staff Team Meetings held weekly.  Plan Away Day.	Management Board/Director	January 2006  March 2007		
<b>11. Building capacity – to create a strong and informed base from which to work.</b>	Create list of key partners.  Create a list of BME contacts to which leaflets and posters should be distributed – organisational development.  Map areas in which to carry out door to door consultation.  By developing strong monitoring systems for monitoring incidents of racial harassment  Research into purchasing a web-based. Software system to record & monitor racial incidents.	CNDO/BME Faith Network  REO/OREC  REO/OREC/All existing partners  OREC/REO/Partners			By October 2005  By 30 September 2005  By 31 March 2006

	<p>Formalise a network of reporting centres. Development &amp; distribution of reporting forms to all reporting centres.</p>		<p>5 primary reporting centres set up. 5 secondary reporting centres set up All reporting centres provided with electronic and hard copy RH1's (reporting forms and guidelines for completion).</p>		
--	--	--	---	--	--

# WHO WE ARE AND WHERE TO FIND US

## OREC STAFF TEAM

Each staff member has a key role in ensuring the service runs smoothly and effectively.

Patrick Tolani	<b>Director</b>
<b>Lebo Molete</b>	<b>Community Development Worker (BME Support)</b>
Sarah Moran	<b>Business Development Officer</b>
Frances Haynes	<b>Part-time Office Manager</b>
Kalsoom Rana	<b>Part-time Office Manager</b>

## POTENTIAL FOR

Equality and Diversity Officer  
Equality and Human Rights Officer  
Fundraising and Project Development Officer  
Outreach Worker  
BME Faith Network Development Officer  
Traveller Communities Development Officer

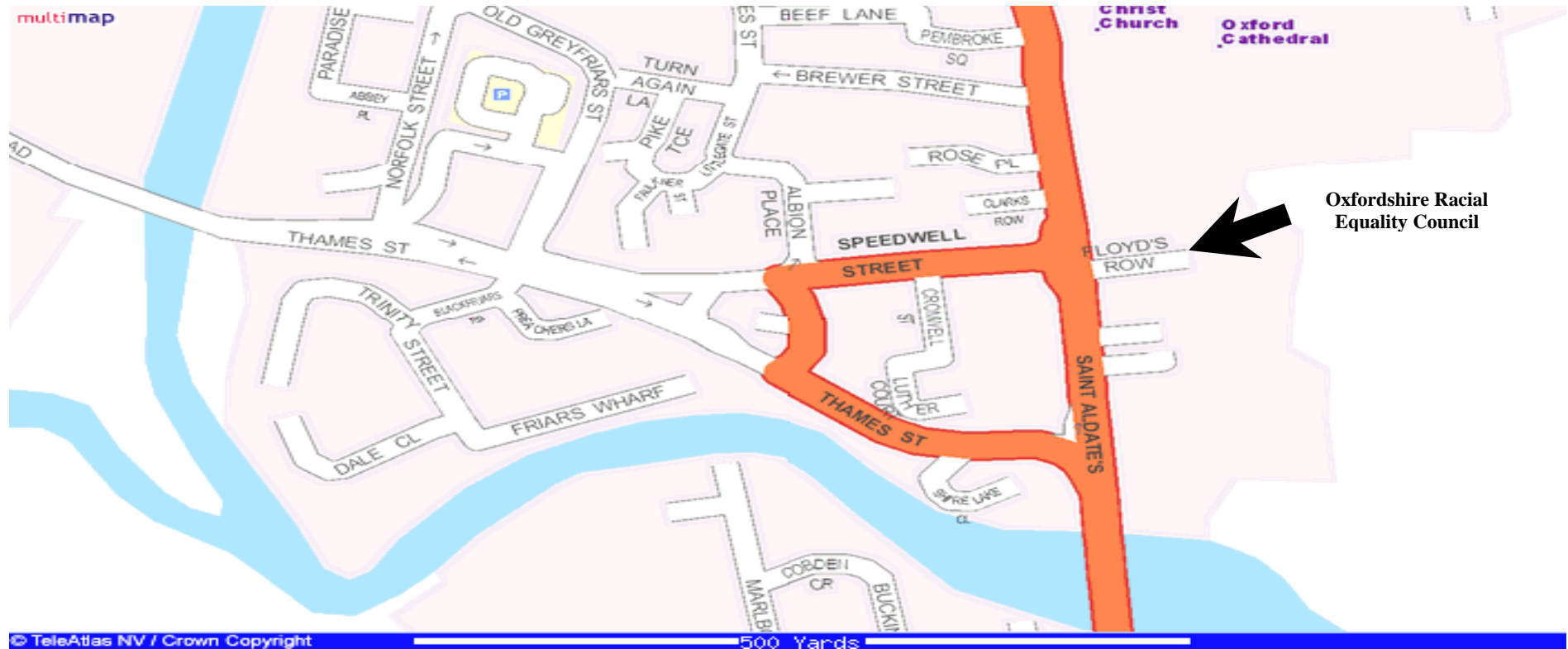
## OREC MANAGEMENT COMMITTEE

We have a strong group of Trustees who bring a wealth of personal and professional experience. Some of our key partners attend our meetings as Observers, and help to support and guide our work.

Ben Lloyd-Shogbesan	Chair	Individual Member
Chinta Kalie	Vice Chair	African Caribbean Community Worker
Sauban Rafi	Treasurer	Individual Member
Alfred Fullah	Member	Witney Citizens Advice Bureau
Jawaid Malik	Member	Asian Cultural Centre
Maggie Wang	Member	Individual Member
Sanjay Bhandari	Member	Individual Member
Zohra Jenkinson	Member	Individual Member
Tapiwa Moyo	Co-opted Member	Individual Member
Alison Lewis	Co-opted member	Individual Member
Jack Malhi	Co-opted Member	Individual Member
Adrian Harper Smith	Observer	Oxfordshire County Council
Val Johnson	Observer	Oxford City Council

## WHERE TO FIND US

We are based in central Oxford, in the Old Courthouse, Floyds Row, off St Aldates. We are close to transport links and key services.



# **ESTIMATED BUDGET**

	£		£		£	
<b>INCOME</b>	<b>2006/07</b>		<b>2007/08</b>		<b>2008/09</b>	
Equality and Human Rights Commission	30,000	20%	65,000	21%	119,000	23%
Oxford City Council	24,000	16%	24,000	16%	25,000	17%
Other District Councils	7,916	5%	6,000	4%	6,000	4%
Primary Care Trusts	1,000		1,000		1,000	
Comic Relief	22,105	15%	8,627	6%	25,000	
Thames Valley Police	5,000	3%	8,000	5%	8,000	5%
Capacity builders	-		-		148,000	
Membership Fees and Donations	700		800		900	
Bank Interest	60		100		100	
Other funding	10,118	7%	3,000	2%	3,000	2%
Training	3,000	2%	5,000	3%	8,000	5%
<b>TOTAL INCOME</b>	<b>146,391</b>		<b>146,019</b>		<b>344,000</b>	
<b>EXPENDITURE</b>	<b>2006/07</b>		<b>2007/08</b>		<b>2008/09</b>	
Postage	210		210		500	
Printing, Stationery and reproduction	700		700		3,500	
Publication and newspapers	1,000		1,000		1,000	
Insurance	1,400		1,400		2,500	
Meeting/conference expenses/hospitality	280		280		2,000	
Subscriptions and affiliations	180		180		2,000	
Training	300		300		1,000	
Sundries	200		200		300	
Legal and Professional	1,500		2,500		3,500	
Computer running costs	1,500		600		1,500	
Auditors remuneration	950		1,100		1,500	
Service charges	6,000	4%	6,000	4%	6,000	1.5%
Equipment hire and repair	1,200		1,200		1,200	
Salaries and NIC	124,317	85%	123,051	85%	305,500	89%
Recruitment and advertising	300		300		5,000	
Travel expenses	1,800		1,900		2,200	
Telephone expenses	1,600		1,600		2,000	
Depreciation plant and machinery	2,500		2,500		2,500	
<b>TOTAL EXPENDITURE</b>	<b>145,937</b>		<b>145,021</b>		<b>342,500</b>	
<b>SURPLUS/(DEFICIT)</b>	<b>454</b>		<b>998</b>		<b>1,500</b>	

# **APPENDIX**

## ETHNIC BREAKDOWN OF OXFORDSHIRE

Overall, the ethnic minority population has increased markedly due to migration largely from Eastern European countries such as Poland and Slovakia both of whom latterly joined the European community. The result of this new migration is a wide diversity of issues concerning local populations as well as a diversity in settlement patterns. Below is an outline of ethnic groupings (West Oxfordshire District Council April 2004:pp 3-4).

	<b>ALL</b>	<b>WHITE</b>	<b>MIXED</b>	<b>ASIAN</b>	<b>BLACK</b>	<b>CHINESE</b>	<b>ETHNIC POPULATION</b>
<b>Cherwell All People</b>	131,787	126,630	1,446	2,143	726	842	5,157
<b>%</b>		96.09	1.10	1.63	0.55	0.64	3.91
<b>Oxford All People</b>	134,252	116,948	3,237	6,469	3,375	4,223	17,304
<b>%</b>		87.11	2.41	4.82	2.51	3.15	12.89
<b>South Oxfordshire All People</b>	128,178	125,525	928	731	434	560	2,653
<b>%</b>		97.93	0.72	0.57	0.44	0.44	2.07
<b>Vale of White Horse All People</b>	115,616.	112,859	869	776	276	836	2,757
<b>%</b>		97.62	0.75	0.67	0.24	0.72	2.38
<b>West Oxfordshire All People</b>	95,657	94,085	626	344	221	381	1,572
<b>%</b>		98.36	0.65	0.36	0.23	0.40	1.64