# Supplement for

# Cabinet

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OXFORD CITY COUNCIL

## Wednesday 12 July 2023
## 6.00 pm

## Addendum to Agenda Item 12 - Oxfordshire Inclusive Economy Partnership (OIEP) Charter/Pledge

## Contents

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*Oxford City Council, Town Hall, St Aldate's Oxford OX1 1BX*

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**OIEP Charter and Pledges Staff & Union Engagement Summary of actions (Oxford City Council, Oxford Direct Services and Ox Place)**

The following addendum to the Cabinet Report is a summary of the feedback taken from staff and the unions in relations to the Charter Pledge commitments of Oxford City Council, Oxford Direct Services and Ox Place.

The engagement included 1-1 meetings with key stakeholders such as Unison and Unite, Corporate Management Team (CMT), Scrutiny Committee and staff engagements sessions held in June 'Leadership Conversation' and July 'Let's Talk' of 2023 and an interactive Jam board held open for consultation over several weeks between each engagement session to capture additional feedback from those unable to attend the sessions.

Each set of feedback is quoted in the 'You said' column and addressed with identified actions and revisions where appropriate in the 'we did' column. The feedback did not require major changes to pledges but as a result of the engagement and feedback a wide range of questions, clarifications, comments and resulting actions to follow up on with OCC service leads and OCC companies (Ox Place and ODS) were identified.

Officers will prepare responses, informed by service and organisational lead, and these will then be collated and disseminated to staff via the intranet to demonstrate the results of engagement and input, point by point. This will take place in the summer of 23. A separate set of recommendations was also made by Scrutiny Committee which have been responded to.

**Oxford City Council**
OCC-People
- **As a levy paying business we pledge up to 25% of our unused Levy to help grow apprenticeships in Oxfordshire**
- **As an employer we pledge to continue to be a Disability Confident Employer and support people with health conditions and disabilities**
- **As an employer we pledge to improve the diversity of our workforce through more inclusive recruitment practices**
- **As an employer we pledge to offer work experience to local school/college students from areas where they may experience disadvantage through referrals from partner organisations, where appropriate**
- **As an employer we pledge that every member of our workforce has the opportunity to share how they contribute to the organisation's success and have opportunities to speak up about concerns and issues.**

OCC-Procurement
- **As a buyer we pledge to continue to buy goods and services from purposeful local organisations, including SMEs, social enterprises and cooperatives, wherever possible**
- **As a buyer we pledge to continue to assess and account for the social value that a supplier can offer the local community, alongside our assessment of the economic value/financial cost of the contract.**
- **As a buyer we pledge to buy from organisations who pay the Oxford Living Wage and who request this of organisations in their own supply chains wherever possible**
- **As a supplier we pledge to use local SMEs in our supply chain wherever possible and to record the percentage of the total spend.**

OCC-Community Services
- **We pledge to support our employees to volunteer on local community projects**
- **As an employer we will continue to work with the local food systems**
- **As an organisation we pledge to ensure that our community centres are accessible and inclusive**

OCC-OLW
- **As an employer we pledge to pay the Oxford Living Wage**

Addendum: OIEP Charter & OCC Pledges Cabinet Report, Staff and Union Engagement Summary of Actions, July 23

| Pledge area | You said:<br>Comment/Questions/Ideas(s) | We did:<br>Actions/Revisions |
|---|---|---|
| People<br><br>4 | **Work experience/Apprenticeships**<br>  o  **(lack of) support, need to cascade info on types of work experience**<br>  o  **How do teams find out about offering work placements to schools?**<br>  o  **Can our own departments access the apprenticeship levy?**<br>  o  **Why are we not paying the OLW to OCC apprentices?**<br>  o  **Will Match My Project help to coordinate work experience?** |   o  **Comment only, feedback to People Team**<br>  o  **Suggestion shared with People Team**<br>  o  **People Team to clarify**<br>  o  **Q&A: Yes, open to all departments**<br>  o  **Q&A: People Team to respond**<br>  o  **Q&A: Procurement Team to clarify** |
| | **Flexibility**<br>  o  **Should we add our flexible working to support those with children to do school runs?**<br>  o  **Should we be seeking to extend our housing advice to employees (Where derivation is the cause of housing issues)**<br>  o  **It seems like we have a lot of senior staff who live outside the County. Their wages do not circulate much in Oxon, particularly with remote working.** |   o  **Q&A: Yes, flexible working policy applies**<br>  o  **Q&A: Housing Team advice open to all Oxford City Residents, see OCC website for cost of living**<br>  o  **Comment only, for consideration** |
| | **Pledge 4**<br>  o  **How do we put structure around this as it feels like it should be business as usual?** |   o  **Comment re: work experience, feedback to People Team** |
| | **Recruitment**<br>  o  **I have had positive experience of OCC as a flexible employer and maybe we should make more of that to support e.g., local people with caring responsibilities to apply for roles**<br>  o  **We need a better front end recruitment system, current one does not allow you to select specific jobs, people may miss out**<br>  o  **What are more inclusive recruitment processes?**<br>  o  **inclusive recruitment processes are essential to how we change who we recruit**<br>  o  **What are we actively doing to run inclusive recruitment campaigns/**<br>  o  **Blind recruitment and safer recruitment practices should be used** |   o  **Comment: feedback to People Team, potential case study highlighting employer of choice**<br>  o  **Comment: feedback to People Team**<br>  o  **Q&A: People Team to share definition of Inclusive Employment**<br>  o  **Comment: feedback to People Team**<br>  o  **Q&A: People to respond and clarify, see People Strategy**<br>  o  **Comment: People Team to share examples**<br>  o  **Comment: People Team to confirm but recruitment is via application form/interview as standard**<br>  o  **Comment: feedback to People Team**<br>  o  **Comment: feedback to People Team**<br>  o  **Comment: feedback to EDI lead Officer in People Team** |

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| **5** | | <ul><li>OCC job applications are CV based (or ones I have looked/applied) - this doesn't seem to be inclusive and is also archaic</li><li>Applying to work for OCC remains a codified process that feels exclusive and requires a big overhaul to meet this objective</li><li>Our recruitment process needs to be adapted to suit the needs of people who are applying for work, especially if there are equalities issues.</li></ul> | |
| | | **Accreditations**<ul><li>What does disability confident employer mean in practice?</li><li>How can we be a Stonewall diversity champion as an employer</li></ul> | <ul><li>Q&A: Definition is:</li><li>Comment: feedback to EDI lead Officer in People Team to explore</li></ul> |
| | | **Culture**<ul><li>How can we move above and beyond statutory compliance to bring new ideas and values?</li><li>A clear training and development budget and team which runs alongside leadership development and where we understand what courses are available to us</li><li>Language used is still a barrier to improving diversity and inclusion</li><li>Speaking up is still a tentative culture change, passé partout training has raised the question what is it the council is seeking from challenges and speaking up? Hierarchy is still a large barrier</li><li>Continuous improvement culture rather than year on year reappraising where we are with pledges - longer term 5-year plan</li><li>Courageous conversations - an online comments box would be helpful completely anonymous</li></ul> | <ul><li>Comment: CMT to consider as part of organisational culture and ways of working</li><li>Comment: feedback to L&D Team</li><li>Comment: feedback to EDI lead Officer in People Team to explore</li><li>Comment: feedback to EDI lead Officer in People Team to explore</li><li>Comment: CMT to consider</li><li>Suggestion: CMT to consider, Feedback and action re: pledges will be shared on the OCC intranet</li></ul> |
| | Procurement | **Suppliers**<ul><li>Small or newly established suppliers, may not always pass the credit score to be able to add them Agresso, therefore not available for others to use</li><li>SME = Small and Medium sized Enterprises?</li><li>How do we find out who is "out there" from a local supplier perspective? Are there any directories of</li></ul> | <ul><li>Comment: Challenge identified and feedback to procurement Team to consider mitigation</li><li>Q&A: Answer is Yes</li><li>Q&A: Match my project will facilitate</li><li>Comment: Procurement to consider communications and marketing of the case study</li><li>As Above</li></ul> |

| 6 | local suppliers and the goods and services they offer?<br>○ **Good to see local suppliers being used - we should shout about this more!**<br>○ **How do we get over the challenge of using SME's who are likely to be more expensive than larger suppliers/organisations? I imagine that these commitments may be difficult when cost is a challenge.**<br>○ **When we talk about "local suppliers" do we mean companies with HOs in Oxfordshire or branches there? It would be good to get some definition around that.**<br>○ **Are there any shorter procurement options for local suppliers as they can be put off by the work involved in bidding, levels of insurance sought etc.**<br>○ **What's a 'purposeful' organization. Plain English**<br>○ **Could be good to incorporate reference to encouraging our suppliers to prioritise sub consultant selection on these principles as well**<br>○ **How do we find local social enterprise organisations?** | ○ **Q&A: Please see criteria/definition for 'local supplier' used by Procurement Team in its strategy**<br>○ **Q&A: Definition**<br>○ **Comment: Procurement have considered in revisions to their tender processes**<br>○ **Comment: feedback to Procurement on importance of considering the supply chain when appointing consultants**<br>○ **Q&A: Match my Project will facilitate this** |
| | **Match my Project**<br>○ **When will the 'match my project' tool be live? How can my team benefit?**<br>○ **A link between Match my project and new volunteer opportunities for staff sounds promising!**<br>○ **Do we want to add anything about environmental insourcing and match my project pilot?** | ○ **Q&A: Full launch end of September but let Simon Grove White know if you want to join the initial cohort for testing and embedding the system**<br>○ **Action: Match my Project service leads to explore**<br>○ **Action: seek advice from Procurement** |
| | **Resident/Local Engagement:**<br>○ **Social value should be assessed by residents as well not just internally**<br>○ **Transparency of companies who win bids and their own EDI policies should be possible for residents to see.**<br>○ **Can we pledge to buy goods only from local orgs?**<br>○ **Do we ask for any commitments from local developers?** | ○ **Suggestion: Feedback to Procurement Team to consider mechanisms**<br>○ **Comment: Procurement Team to consider how suppliers publicise their due diligence as part of tender selection process**<br>○ **Q&A: Not local organisations exclusively**<br>○ **Q&A: Yes, Developers make a series of social value commitments via Community Employment Plans and S106 commitments** |
| | **Measurement** | ○ **Q&A: Based on turnover and number of employees - Procurement can provide the breakdown between Small and Medium and Micro Organisations** |

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| | o **How do you measure the anticipated improvements? How is this evidenced, independently or in-house?**<br>o **Use local contractors and labour on schemes with meaningful measurement to ensure growth**<br>o **Who monitors that the organisations are paying the living wage and are actually using local SMEs and not just ticking the box to say they do**<br>o **If Oxford Living wage is deemed part of social value, then pledge 2 and 3 are saying the same thing** | o **Comment: Feedback to Procurement Team**<br>o **Q&A: Organisations are vetted and selected to receive accreditation of OLW**<br>o **Comment: Oxford living Wage is one of many examples of social value** |
| | **Cross Service Collaboration**<br>o **Where's the collaboration across services to make the pledges happen?** | o **Q&A: CMT to consider as part of cross service collaboration and ways of working** |
| Oxford Living Wage | o **How is OLW Calculated?**<br>o **If OLW is based on London; who sets London LW?** | o **Q&A: OLW Campaign's method of calculating the annual rate is: 90% of national real living wage as reviewed annually**<br>o **Q&A: Real Living Wage Foundation set the annual London RLW rate** |
| � | **Volunteering:**<br>o **Can we make it easier to understand how the volunteering scheme works? Would it be easier to just say everyone can volunteer 1-3 days a year rather than confuse by 'matching'**<br>o **How do those of us that aren't working with communities find out where we could best employ any volunteering effort?**<br>o **When you don't work in the "front line" opportunities to see the work that goes on in the communities would be really positive to help determine how we could do more.**<br>o **I live outside Oxford but could do something here provided it was something I could plan around existing trips or do remotely.**<br>o **Since lots of us live outside Oxfordshire, do you want to see this commitment just in Oxford? Presumably an interesting challenge from a logistical perspective?**<br>o **What about people that live outside of Oxford city and volunteer in their local community/If we don't live in Oxford can we still volunteer?**<br>o **What is the most popular volunteering organisation for council staff?** | o **Comment: Communities to share more information**<br>o **As Above**<br>o **Comment: Communities to consider**<br>o **Q&A: Volunteering days can be used outside of Oxford, OCVA and Team Oxford can provide more information or employees can set up on their own**<br>o **As above**<br>o **As above**<br>o **Q&A: TBC**<br>o **Comment: Feedback to Communities Team**<br>o **Comment: Information to be circulated by Communities**<br>o **Comment: Volunteering Policy reviewed regularly and to consider uptake** |

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| **8** | o **Pledging that staff can volunteer is great in principle, but many are time-poor out of work and stretched at work, how do we ensure this doesn't add extra pressure? is there a formal process**<br>o **The Arch volunteer opportunity seems very good. Good this be more widely promoted within OCC? i.e., links and explanation of how this would marry with our working hours.**<br>o **We need to update our volunteering policy I think to support take up of this** | |
| | **Community centres**<br>o **I'm really impressed by Oxford's commitment to community centres; the ones I've visited seem well used with a lot of support provided to communities.**<br>o **Should there be a pledge re accessibility to other OCC buildings as well as community centers? Should this also apply to new development or refurbishment of any OCC building?**<br>o **Is there a mapping of non-council facilities bookable free or affordable for community/cultural activities? What support is available to enable existing/new places like this?**<br>o **What about our other council-owned venues, not just community centres?**<br>o **Should we be using our Community Centres for remote working to engage with community groups** | o **Comment: feedback to Communities**<br>o **Suggestion: feedback to Communities**<br>o **Comment: Outside of scope of OCC delivery, feedback to Communities and consider community asset mapping undertaken by projects such as 'Owned by Oxford'**<br>o **Suggestion: feedback to communities**<br>o **As above** |
| | **Funding**<br>o **Can we pledge to provide grant funding for community groups?** | o **Suggestion: Link pledge to community funding, feedback to Communities** |
| | **Measurement/prioritisation**<br>o **How are outcomes valued?**<br>o **How do you prioritise and select schemes to be supported. What is the criteria for ranking a variety of worthy schemes?** | o **Q&A: service leads to consider pledge outcomes/prioritisation as part of wider service delivery priorities**<br>o **As above** |
| | **Communication**<br>o **Will be great to have a 'pin board' as we did in the previous intranet with these opportunities**<br>o **More promotion of volunteering opportunities is needed** | o **Suggestion: Communications Team to consider**<br>o **Comment: feedback to Communities**<br>o **Suggestion: Communities to share more information**<br>o **As Above** |

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| | o **It would be good to have some suggestions on what is available to volunteer on**<br>o **More info on volunteering scheme and what qualifies** | |
| | **Food Network**<br>o **This pledge has given confidence to the wider food network that we are supporting the grassroots and community food initiatives that are vital to community**<br>o **Not sure it is clear what the 2nd pledge means in terms of being an employer?**<br>o **Curious to know how and who we work with in local food systems** | o **Comment: feedback to Communities Team**<br>o **As above**<br>o **Suggestion: Communities to share more information** |

**Oxford Direct Services**

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| Pledge area | Comment/Questions/Ideas(s) | Actions/Revisions |
|---|---|---|
| Support local and Social Economy | o **Is there an overview purposeful orgs/SMEs can see of the types of services we buy regularly? Or an exercise to see where they align?** | o **Suggestion: feedback to ODS**<br>o **Q&A: The 'Match my Project' platform will meet this need for OCC, ODS to confirm if they are looking at similar model/platform**<br>o **Comment: Feedback to Procurement Team to consider** |

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| | o **Is there a place purposeful local orgs/SMEs etc can sign-up to say what services they can deliver so teams/owned orgs know what is accessible?**<br>o **Does this mean you've had to be more efficient with your costs to accommodate a 15% contribution in this area to still be able to meet your dividend returns to OCC?**<br>o **How can this social value be captured when ODS are appointed?**<br>o **How do we manage fair competition between ODS and other local organisations?**<br>o **Do these pledges apply to ODSTL as well**<br>o **Can the supply chain pledge to the Oxford Living Wage?** | o **Q&A: feedback the question on measurement of Social Value for ODS to respond/clarify**<br>o **As above**<br>o **As above**<br>o **Suggestion: feedback to ODS to respond** |
| Offer Opportunities into work | o **Great case study! I need more case studies to bring this to life!**<br>o **Really good to see the real-life example and the impact that this has had / is having**<br>o **Are apprentices guaranteed a job on successful completion?** | o **Comment: feedback to ODS to disseminate case study more widely**<br>o **As above**<br>o **Q&A: feedback to ODS to respond/confirm** |
| Recruit inclusively | o **What specific actions are being taken by ODS to ensure inclusive recruitment?** | o **Q&A: feedback to ODS to respond/confirm** |
| Improve training and educational attainment | o **How can the skills gap be supported even more (working with schools and local colleges?** | o **Q&A: feedback to ODS to consider links with Colleges and Schools and how they might be developed** |
| Sharing resources, skills and assets | o **It will be good to see the details behind these pledges at the annual review so we can understand what is happening on the ground, against each of these commitments.**<br>o **Wouldn't it be better to have a more joined up approach with OCC? Would make the pledges more impactful.**<br>o **Perhaps we could 'celebrate' what is already being achieved together even more.**<br>o **Why wouldn't ODS simply adopt the pledges of the council and OX Place, as part of the overall council Group.** | o **Suggestion/Action: Annual impact report to incorporate this feedback and be informed by it**<br>o **Suggestion/Action: CMT to consider cross organizational as well as cross service collaboration**<br>o **Suggestion/Action: OIEP annual celebration event to incorporate and be informed by it**<br>o **Comment: feedback to ODS to consider/respond** |
| **Ox Place**<br>Ox Place-Support local and social economy - Using our buying power to support the local economy and maximise social value<br>o **As a buyer we pledge, wherever possible, to buy goods and services from purposeful local organisations, including SMEs, social enterprises and cooperatives, wherever possible** | | |

- o **As a buyer we pledge to assess and account for the social value that a supplier can offer the local community, alongside our assessment of the economic value/financial cost of the contract.**
- o **As a buyer we pledge to buy from organisations who pay the Oxford Living Wage and who request this of organisations in their own supply chains**
- o **As a supplier we pledge to support our employees to volunteer on local community projects**
- o **As a supplier we pledge to use local SMEs in our supply chain wherever possible and to record the percentage of the total spending.**

Ox Place-Improve training and educational attainment - Creating workplaces where employees can thrive and grow and supporting educational programmes for children

- o **I pledge to become a mentor via the OxGROW virtual mentoring platform to help individuals looking for support to find a job or change career, to help them with areas such as developing resilience, CV writing and preparing for interviews**

Ox Place-Sharing resources, skills, and assets - Practical ways to ensure goods and services are accessible to all

- o **As an employer or individual we pledge to offer financial support, or value-in-kind, to a nominated Oxfordshire charity**

| Pledge area | Comment/Questions/Ideas(s) | Actions/Revisions |
|---|---|---|
| Support local and social economy | o **Can social value link in any way with Oxford Community Impact Fund/Match my project pilot?**<br>o **Can we ask suppliers (who are not local or SME) to report on local SME suppliers used in their supply chain?**<br>o **Could there be anything about our approach to selling? i.e., how OX Place supports progress re housing crisis? providing housing if affordable, helps the local economy**<br>o **Use the supply chain to expand the scale of OIEP/How do you support?**<br>o **Ox Place developments seem to be well catered for with public transport. I wonder if OX Place would be interested in Match My Project to look to provide transport in other areas where public transport is lacking** | o **Q&A: Yes, feedback to Ox Place to consider and respond, outlining opportunities**<br>o **As above**<br>o **As above**<br>o **Comment: feedback to OIEP Social Value and Procurement Working Group for consideration**<br>o **Q&A: Yes, feedback to Ox Place to consider and respond** |
| Improve training and educational attainment | o **Meaningful measurement is required so we can see the impact of local investment** | o **Suggestion/Action: Encourage people to support the community groups we provide grants to**<br>**https://www.oxford.gov.uk/info/20044/grants/1496/oxford_community_impact_fund/11** |
| Sharing resources, skills and assets | o **lots of common themes running through all the organisations' pledges**<br>o **Make sure that designs are not adding extra financial pressure on tenants that move by having nonstandard windows or designs. e.g., Full length windows** | o **Comment: The pledges are aligned across organisations and so common themes are to be expected and desirable**<br>o **Comment: feedback to Ox Place to consider and respond**<br>o **Comment only to inform annual review**<br>o **Comment only for all service and organisation leads to consider re: details of pledges and delivery** |

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| | <ul><li>These are really good, but helpful to have a bit more detail. I think we just need to see how they get delivered over the next year</li><li>Looks good but is all a light on detail so hard to comment more</li></ul> | |