OXFORDSHIRE COUNTY COUNCIL

Performance & Corporate Services Overview & Scrutiny Committee
Friday, 19 April 2024

ADDENDA

8.   Committee Action and Recommendation Tracker (Pages 1 - 12)

The Committee is recommended to **NOTE** the progress of previous recommendations and actions arising from previous meetings, having raised any questions on the contents.

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Action and Recommendation Tracker
Performance & Corporate Services Overview & Scrutiny Committee

Councillor Eddie Reeves, Chair | Tom Hudson, Principal Scrutiny Officer, tom.hudson@oxfordshire.gov.uk

The action and recommendation tracker enables the Committee to monitor progress against agreed actions and recommendations. The tracker is updated with the actions and recommendations agreed at each meeting. Once an action or recommendation has been completed or fully implemented, it will be shaded green and reported into the next meeting of the Committee, after which it will be removed from the tracker.

KEY	No progress reported (R)	In progress (Y)	Complete (G)

Recommendations:

Meeting date	Item	Action/recommendation	Personnel	Last reviewed	R/Y/G	Update/response
19.01.23	Updated Strategic Plan and Funding and Budget Proposals 2023/24 – 2025/26	The Committee **RECOMMENDED** that that in the next budget the Council provides a table showing the inflation outturn versus budget estimates.	Kathy Wilcox, Head of Financial Strategy	11.04.24	G	**Accepted** Provided as per the request (slide 28 in the slide deck provided to members on 19 January)
	Consultation and Engagement Strategy	That at its next annual refresh of the Communications and Engagement action plan the Council	Susannah Wintersgill	11.04.24	Y	**Partially Accepted** *The council already undertakes some representative engagement activity, such as the annual residents' survey. Further*

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strengthens its roadmap for how it will leverage its partnerships to increase the breadth of engagement by including (but not limited to) a) Creating SMART targets for partnership working b) Committing to undertake engagement processes which are representative by design

representative exercises will be commissioned where appropriate.

For budget consultation and engagement exercises, the council has for a number of years used a range of participatory and representative methods to increase the breadth of engagement, from deliberative discussion days and representative surveys to market stall events, large scale public debates and open online feedback forms. Deliberative techniques are also used to engage children and young people, such as our full-day sounding board events.

The consultation and engagement team work closely with partners on a range of activity. However, as part of the next annual refresh of the action plan, we will look to strengthen targets around partnership working

Update:
Over the course of the year we have extended the range of partners we work including the university, voluntary and community sector capitalising on relationships formed elsewhere in the organisation. The following are just a selection of: multiple examples SEND local area partnership Oxfordshire Conversations events for parents and carers, the Health and Wellbeing two phase consultation and engagement, budget consultation outreach discussions, upcoming EDI focus groups . The creation of SMART targets around

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					Y	consultation and engagement difficult, owing to their subject-dependent nature.
	EDI Strategy and Action Plan	That the Council, as part of its response to this recommendation, provides an appraisal of the Council's relationship with Stonewall and the justification for continued involvement with it.	Susannah Wintersgill	11.04.24	G	**Accepted** Appraisal was provided in the response to the recommendation.
Page 3	Workforce Strategy	That the Council develops specific workstreams within its Workforce Strategy, backed by targets, around attracting and supporting spouses and partners of military personnel to work for the Council, including steps taken to reinvigorate its existing commitments.	Cherie Cuthbertson	11.04.24	Y	**Accepted** *Oxfordshire County Council is committed to supporting our Armed Forces and the Armed Forces Covenant. Together, we acknowledge and understand that those who serve or have served in the Armed Forces, and their families, should be treated with fairness and respect in the communities, economy and society they serve with their lives.* *As part of our workforce strategy action plan, we have identified initiatives which support the Armed Forces. Plans are being produced which will involve project teams with appropriate stakeholders with robust timelines for delivery and where appropriate, agreed targets. We have also committed to undertaking a comprehensive review of our current initiatives to ensure we understand what is working well and what we could do differently. This includes a review of our 'buddying' system and training on the Armed*

						Forces Covenant as well as how we advertise and engage partners of military personnel for short- and long-term contracts of employment within OCC. Update: This review is ongoing and seeks to ensure that whatever is implemented adds the most value to services personnel.
Page 4	Workforce Data Q4 2022/23	That the Council increases the contextual data provided in its Workforce Data reports, specifically to a)Provide a five-year trend comparison for the following measures: •Total number of staff (FTE) •Total number of staff (the raw number) •Total number of full time staff (raw number and percentage) •Total number of part time staff (raw number and percentage) •Total number of employed staff (FTE)	Cherie Cuthbertson,	11.04.24	G	**Partially Accepted** *We recognise the importance of how providing comprehensive data can help Oxfordshire County Council identify trends, risks and inform strategic decision making. As a result of feedback from the Committee we are taking steps to improve the data we provide as part of our Workforce Reports. This includes providing data by Directorate and over a longer period where possible. We have also started to engage other Councils to provide comparative data to help with benchmarking.* *Over the course of 2023/2024 we will update our Workforce Reports on an iterative basis seeking feedback each quarter from appropriate stakeholders so that we can provide information and data that is both meaningful and accurate.* Update: We now have benchmarking data from across a pool of 71 other Councils across England including County, City and District councils. We have also changed the format of how we

Page 5		•Total number of interim staff (FTE) •Proportion of overall FTEs filled by agency staff •Cost of agency spend (inflation adjusted) •Annual staff turnover (including interims) •Average number of sick days per staff member •Ratio of total long-term sickness to short-term sickness •Distance staff live from their main office (in 20 mile increments) b) Identify a group of comparator councils and provide comparative performance data for the following measures: •Annual staff turnover (including interims) •Average number of days sick per staff member			display our data to ensure that it is easier to navigate and track, particularly for data over extended periods of time.

		•Ratio of days lost to long-term sickness vs short-term sickness •Gender pay gap •Percentage of staff reporting a disability c) Display directorate levels of turnover as percentage figures of the number employed				
Page 6	Capital Asset Disposal Process	That the Council conveys information about potential asset disposals to opposition parties at an earlier point and consults with them over potential uses and helpful community contacts.	Vic Kurzeja	11.04.24	G	**Accepted** *For all significant sales, a key decision about disposal needs to be made. Details are advertised, and once the matter has been determined, the disposal becomes public knowledge.* *As part of the existing disposal process, the member for the division where the site is located is advised of the proposed disposal and has the opportunity to comment and pass the information on to community contacts so that these opportunities can be pursued, often ahead of the agents being instructed and marketing commencing.* Update: As per the response, this request is being complied with.
	Social Value	That the Council clarifies the objectives it wishes to achieve	Melissa Sage	11.04.24	Y	**Partially Accepted** *To establish the current set of TOMs, workshops were held across two days (one session focused on Economic and Social*

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through its social value policy, choosing measures and weightings which support those objectives.

themes, the other session focused on the Environmental theme) to select relevant TOMs with the service areas from all across the Council, which delivered both the Master and Light set of TOMs.

Once these were established, certain TOMs were prioritised to support the Council's stated aims and objectives. Some of these TOMs are weighted medium (x2) or high (x3), meaning the financial proxy values are doubled or tripled in the background calculators that affect a bidder's final quantitative score. This incentivises bidders to choose some of the prioritised measures to make up their overall social value bid response. Measures have been selected for prioritisation because they are aligned with the Council's key priorities, aims and strategic frameworks such as Climate Action and Including Everyone. This means that we are already supporting the Council's stated objectives in an appropriate, fair and proportionate way.

Specification remains the key element for ensuring that contracts place social value at the heart of their delivery.

In addition to the procurement social value policy, a wider organisational policy will be designed that will establish an agreed definition of social value to inform agreed measures in all decision making.

Update:

Page 8						As can be seen above, the majority of this has been covered off through actions taken. In relation to the wider social value policy, a report from work undertaken with the Centre for Local Economic Strategies is expected in September and will outline next steps.
	Social Value	That the Council investigates how it might develop a more bespoke model of social value, to include consideration of: how it might support cooperatives to tender for contracts, and selecting TOMs which truly drive climate action benefits.	Melissa Sage	11.04.24	G	**Partially Accepted** *The current TOMs are set nationally and give national standards and financial equivalents. Proxy values for the 'Jobs' theme (NT15, and the most used Jobs measures) are localised by project and adjusted to match the local Oxfordshire economy, and match the localised salary values for Oxfordshire, rather than on a national level. These are the most utilised TOMs across all projects.* *The most key element for SVP is their neutrality. They use the standard set of TOMS nationally, benchmarked against robust independent data sourced from reputable organisations such as ONS (Office of National Statistics). Suppliers are used to these and trust the neutrality element. Resource would be significant if OCC were to develop its own TOMs, platform to calculate proxy values, track and monitor outcomes etc. It should be noted that one of the Councils to go down this route took 8 years to get their own system up and running, and it is not clear how much value has been achieved from their Measurement Framework. They have had challenges around benchmarking proxy values, resources, competency and general administrative issues. There would be*

						significant costing / resource implications should OCC choose to go down this route. *Market engagement with all levels and types of appropriate suppliers for the tender, should be encouraged to ensure that all sourcing options are considered.*
Page 9		Social Value	That the Council investigates how it can undertake greater pre-engagement with SMEs and cooperatives to understand the issues faced in securing contracts	Melissa Sage	11.04.24	G	**Accepted** *Greater use of SMEs where appropriate should be encouraged across the supplier markets for the whole of OCC, whenever reviewing an existing contract and considering going out to the market for a replacement, or for new requirements. Greater pre market engagement prior to official procurement exercises is strongly encouraged for all areas generally, and this will include SMEs where relevant. This is particularly highlighted in the new Procurement Act 23 where local / SME only tender options are encouraged and supported by law. OCC participate in regular Buyer Days where it meets local / SME / co-operatives to inform them of how OCC goes to market with its tender requirements, and to discuss with them their general challenges in supplying OCC requirements.* Update: At present the Council does not collect stats on SMEs. However, post Oct 24 we will be able to say that this has increased as the law will have changed to let us do that legally. As can be seen from above, the Council's work and the legislative framework are moving

						towards helping SMEs be competitive in securing contracts.
Page 10	Social Value	That the Council provides as part of its response to this recommendation a written outline of the next steps it intends to take develop and finesse its social value policy.	Melissa Sage	11.04.24	Y	**Accepted** *There will be a regular review of the procurement social value policy to ensure still appropriate and applicable. This includes a regular review of the TOMs as they are updated and refreshed nationally.* *Further work is to be completed with an organisational wide approach to social value that goes beyond procurement and aims to support decision making at all levels. The policy will seek to provide an agreed definition of social value so that there is consistency in our expectations of social value with agreed measures for monitoring and evaluation purposes.* Update: As referenced in the recommendation above, the work on wider social value is expected to reach its next step in September with the production of a report arising from the Council's work with the Centre for Local Economic Strategies.
	Employee Engagement Survey	That the Cabinet monitors the actions and progress made in relation to the measures requested of	Cherie Cuthbertson	11.04.24	G	**Accepted** *Cabinet will be monitoring the progress on engagement through the Workforce Report, and progress against the Our People and Culture strategy* Update:

		KEY	No progress reported (R)	In progress (Y)		Complete (G)

		the Head of Paid Service.				The People and Culture Strategy was agreed by Cabinet in January 2024.

Actions:

Meeting date	Item	Action/recommendation	Personnel	Last reviewed	R/Y/G	Update/response
29.09.23	Social Value	Members to be provided the data on the number/value of contracts run by the Council which are subject to social value weightings vis a vis those which are not. Similar data around the number and value of contracts above and below £100k also to provided.	Melissa Sage	11.04.24	Y	Update: Owing to the nature of the data collected this is proving more challenging than anticipated. However, it is still being worked on, though it is likely to require greater use of assumptions than previously envisaged.
10.11.23	Cost of Living	Arrange an all-member briefing on the Poverty Dashboard	Tom Hudson/Robin Rogers	11.04.24	G	Held
08.12.23	Budget	Briefing to members at 19 Jan meeting on the impacts of recent immigration changes in relation to the Workforce Plan and budget assumptions.	Tom Hudson/ Stephen Chandler / Cherie Cuthbertson	11.04.24	G	Shared on 19 Jan

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08.12.23	Budget	Briefing to members at 19 Jan meeting on the level of support from local major employers for the Workplace Parking Levy	Tom Hudson/ Bill Cotton/ Owen Jenkins	11.04.24	G	Shared on 19 Jan
08.12.23	Budget	Briefing to members at 19 Jan meeting on the reasons for the cost pressures on school meals.	Tom Hudson / Lorna Baxter	11.04.24	G	Shared on 19 Jan
08.12.23	Budget	Additional information to be included as part of the budget report on 19 Jan around the process by which the Shepherd project was agreed	Tom Hudson/ Bill Cotton/ Paul Fermer	11.04.24	G	Shared on 19 Jan
19.01.24	Budget	Written briefing to members on the impact of the Cherwell District Council break-up.	Lorna Baxter	18.04.24	G	Details shared with the requesting member 28 January.
19.01.24	Budget	Details of high-savings but low cost projects to be provided to members	Bill Cotton	18.04.24	G	This data is already shared in the BMMR report.
19.01.24	Budget	Data gathered in relation to other SE Councils and their uplifts for ASC placements to be circulated to committee members	Stephen Chandler	18.04.24	G	Shared on 18 April