

Agenda

www.oxford.gov.uk



Scrutiny Committee

Date: **Tuesday 4 February 2020**

Time: **6.00 pm**

Place: **St Aldate's Room - Oxford Town Hall**

For any further information please contact:

John Mitchell, Committee Services Officer

Telephone: 01865 252217

Email: democraticservices@oxford.gov.uk

If you intend to record the meeting, it would be helpful if you speak to the Committee Services Officer before the start of the meeting.

Scrutiny Committee

Membership

Chair	Councillor Andrew Gant
Vice Chair	Councillor Dr Joe McManners
	Councillor Mohammed Altaf-Khan
	Councillor Lubna Arshad
	Councillor Nadine Bely-Summers
	Councillor Tiago Corais
	Councillor Dr Hosnieh Djafari-Marbini
	Councillor Alex Donnelly
	Councillor James Fry
	Councillor Richard Howlett
	Councillor Ben Lloyd-Shogbesan
	Councillor Craig Simmons

The quorum for this Committee is four, substitutes are permitted.

Copies of this agenda

Reference copies are available to consult in the Town Hall Reception. Agendas are published 6 working days before the meeting and the draft minutes a few days after.

All agendas, reports and minutes are available online and can be:

- viewed on our website – mycouncil.oxford.gov.uk
- downloaded from our website
- viewed using the computers in the Customer Services, St Aldate's, or
- subscribed to electronically by registering online at mycouncil.oxford.gov.uk

AGENDA

	Pages
1 APOLOGIES FOR ABSENCE	
2 DECLARATIONS OF INTEREST	
3 CHAIR'S ANNOUNCEMENTS	
4 MINUTES	7 - 14
<p>Recommendation: That the minutes of the meeting held on 14 January be APPROVED as a true and accurate record.</p>	
5 WORK PLAN AND FORWARD PLAN	15 - 26
<p>The Scrutiny Committee operates within a work plan which is agreed at the start of the Council year. The Work Plan is reviewed at each meeting so that it can be adjusted to reflect the wishes of the Committee and take account of any changes to the latest Forward Plan (which outlines decisions to be taken by the Cabinet or Council). The Committee is asked to review and note its work plan for the remainder of the 2019/20 Council year.</p>	
6 CORPORATE STRATEGY 20-24 - FINAL DRAFT FOR APPROVAL	
<p>At its meeting on 12 February, Cabinet will consider a report on the post consultation draft of the Corporate Strategy. This item provides an opportunity for the Committee to comment on the latest draft and make such recommendations to the Cabinet as it wishes. Cllr Susan Brown, Leader of the Council, and Mish Tullar, Corporate Policy, Partnership and Communications Manager, will attend for this item. The consultation period for the draft Strategy ends on Friday 31 January. A report back on the consultation outcomes will be published as a supplement to this agenda on Monday 03 February and a revised draft of the Strategy will be made available at the meeting.</p>	
7 CUSTOMER EXPERIENCE STRATEGY	27 - 58
<p>At its meeting on 12 February, Cabinet will consider a report on the Customer Experience Strategy. This item provides an opportunity for the Committee to comment on the report and make such recommendations to the Cabinet as it wishes. The report will be presented by Cllr Nigel Chapman and Helen Bishop, Head of Business Improvement.</p>	
8 REPORTS FOR APPROVAL	
<p>The Committee is asked to approve the following reports for submission to</p>	

Cabinet on 12 February.

- 1) The Committee's response to the Q2 Performance Monitoring report
- 2) The Committee's response to proposals for a Zero Emissions Zone
- 3) Budget Review Report

These reports will be issued as supplement to this agenda.

9 REPORT BACK ON RECOMMENDATIONS

59 - 64

Since the last meeting Cabinet has responded to the Committee's recommendations on: Mid-point review of the Housing & Homelessness Strategy and Oxford's Waterways. Copies of Cabinet's responses are attached.

10 DATES OF FUTURE MEETINGS

Meetings are scheduled as followed:

Scrutiny Committee

- 03 March
- 06 April

Standing Panels

- Finance Panel 25 February
- Housing Standing Panel: 05 March, 08 April
- Companies Panel: 12 March

Scrutiny Review Groups

- Budget: 29 January
- Climate Emergency: 30 January, and 19 February

All meetings start at 6.00 pm

DECLARING INTERESTS

General duty

You must declare any disclosable pecuniary interests when the meeting reaches the item on the agenda headed "Declarations of Interest" or as soon as it becomes apparent to you.

What is a disclosable pecuniary interest?

Disclosable pecuniary interests relate to your* employment; sponsorship (ie payment for expenses incurred by you in carrying out your duties as a councillor or towards your election expenses); contracts; land in the Council's area; licences for land in the Council's area; corporate tenancies; and securities. These declarations must be recorded in each councillor's Register of Interests which is publicly available on the Council's website.

Declaring an interest

Where any matter disclosed in your Register of Interests is being considered at a meeting, you must declare that you have an interest. You should also disclose the nature as well as the existence of the interest.

If you have a disclosable pecuniary interest, after having declared it at the meeting you must not participate in discussion or voting on the item and must withdraw from the meeting whilst the matter is discussed.

Members' Code of Conduct and public perception

Even if you do not have a disclosable pecuniary interest in a matter, the Members' Code of Conduct says that a member "must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself" and that "you must not place yourself in situations where your honesty and integrity may be questioned". What this means is that the matter of interests must be viewed within the context of the Code as a whole and regard should continue to be paid to the perception of the public.

*Disclosable pecuniary interests that must be declared are not only those of the member her or himself but also those of the member's spouse, civil partner or person they are living with as husband or wife or as if they were civil partners.

This page is intentionally left blank

Minutes of a meeting of the SCRUTINY COMMITTEE on Tuesday 14 January 2020

www.oxford.gov.uk



Committee members:

Councillor Gant (Chair)

Councillor Altaf-Khan

Councillor Bely-Summers

Councillor Djafari-Marbini

Councillor Howlett

Councillor Simmons

Councillor McManners (Vice-Chair)

Councillor Arshad

Councillor Corais

Councillor Donnelly

Councillor Lloyd-Shogbesan

Also present:

Councillor Tom Hayes, Cabinet Member for Zero Carbon Oxford

Councillor Alex Hollingsworth, Cabinet Member for Planning and Sustainable Transport,

Officers:

Mai Jarvis, Environmental Quality Team Manager

Sarah Hassenpflug, Sustainable City Projects Officer

Tom Hudson, Scrutiny Officer

John Mitchell, Committee and Member Services Officer

Apologies:

Councillor Fry sent apologies.

65. Declarations of interest

For the avoidance of doubt the Chair declared a non-pecuniary interest as an employee of St Peter's College, the main entrance of which was on New Inn Hall Street and part of the 'red zone' of the ZEZ and as a member of the Co Wheels scheme (item 7 of the agenda).

Councillor Simmons also declared a non-pecuniary interest as a member of Co Wheels.

66. Chair's Announcements

The Chair proposed that the agenda order be changed for the convenience of those who would be addressing the Committee later.

67. Minutes

The Committee resolved to APPROVE the minutes of the meeting held on 17 December 2019 as a true and accurate record.

68. Report back on recommendations

The Chair drew attention to the Cabinet's responses to the Committee's recommendations on: Universal Credit; the Council's draft Corporate Strategy; and the Property Investment Portfolio Analysis & Strategy Report. The Committee noted the responses. A revised version of the draft Corporate Strategy had now been published and could be seen on the Council's website.

69. Work Plan and Forward Plan

The Scrutiny Officer proposed changes to the Committee's workplan for the remainder of the Council year.

The Committee agreed that the item on Apprentices and NEETS, scheduled for February, be delayed until April (to allow inclusion of reporting on the 2020 apprentice cohort) and that the item on Monitoring Social Value be moved from the January Finance Panel to the February Finance Panel (for more even distribution of topics).

Both the East Oxford Community Centre and Oxpens reports were now scheduled for March Cabinet meeting and therefore the March meeting of Scrutiny also.

70. Reports for approval

The Committee approved the following reports (having accepted the published proposals for revisions to the original recommendations) for submission to Cabinet on 22 January.

- Waterways (following Committee discussion on 05 November 2019)
- Mid-point review of the Housing and Homelessness Strategy 2018 - 2021 (following Housing Panel discussion on 07 November 2019)

In relation to the waterways report however it was agreed that the original references to the provision of mooring sites and services which had been removed should be woven back in.

71. Performance Monitoring - 2019/20 Quarter 2

At the last meeting of the Committee it had been agreed that detailed consideration of the Quarter 2 Performance Monitoring report should be delegated to Cllr Fry. Cllr Fry had provided the Committee with a commentary following discussion with the Head of Business Improvement. Cllr Fry had also provided commentary on the responses made by officers to the Committee's recommendations in relation to Quarter 1. The Committee's response to the Q1 recommendations and responses was as follows:

Rec 1: Target OCC spend in relation to local business
Response accepted and Cllr Fry recommendation agreed

Rec 2: Change in wording re measures to reduce carbon footprint
Response accepted. Noted however that while the revised wording now provides an accurate description of the indicator it does beg the question as to whether this is the most appropriate indicator.

Rec 3: Indicators re use of Council leisure facilities
Response accepted and Cllr Fry recommendation agreed. Noted however that there should be no reason not to ask for revenue data as part of a new contract when the time comes for renewal

Rec 4: Measures re effective delivery of capital programme
Response accepted and Cllr Fry recommendation agreed

Rec 5: Revised target for number of people moved into work by the Welfare Reform Programme
Response accepted.

Rec 6: Time taken to determine DHP applications
Response accepted.

In relation to the Q2 data and the indicator about the time taken to determine DHP applications, there was concern about the proposal to introduce a “more helpful measure” . The Committee agreed to reserve judgment until there was more clarity about what was proposed.

The Committee makes the following recommendations to Cabinet.

- 1) That the Council adds an additional indicator: percentage of total spend on non Council-owned local businesses
- 2) That the Council amends the description of indicator ED002 (Implementation of measures to reduce the City Council’s carbon footprint by 5% each year) by adding ‘below what it would otherwise have been’ afterwards.
- 3) That the Council adds an additional annual indicator: total carbon footprint (excluding the impact of offsetting measures)
- 4) That the Council devises an indicator to show the length of time taken between leisure centre repairs being reported and their completion
- 5) That the Council, as part of its future contract requirements, seeks to require that leisure centre operators report to the Council year-on-year revenue figures and that Council will include these figures within the performance monitoring report.
- 6) That the target WR001 (Number of people moved into work by the Welfare Reform Programme) be reduced by 25%

72. Planning for the 2020 Zero Emission Zone

Councillor Bely-Summers joined the meeting during this item.

Councillor Djafari-Marbini left the meeting during this item.

The report was introduced by Councillor Tom Hayes, Cabinet Member for Zero Carbon Oxford and Mai Jarvis, Environmental Quality Team Manager. Councillor Hayes said the report represented the latest phase in a process of development over the previous three years which involved very close and co-operative working with the County Council as the Transport Authority. The consultation on proposals for the introduction of a red zone by the end of the year was underway and generating high levels of interest. He encouraged members of the Committee to engage members of their communities with the consultation. The subsequent development of the green zone would be important but the initial focus on the red zone would provide a small scale scheme at the outset from which to learn. The scheme reflected the ambitions of the Citizens' Assembly and was ultimately underpinned by a desire to change behaviours.

In parallel with the proposals for a ZEZ, the importance of working closely with the City's transport providers, notably the bus and taxi companies, had been recognised from the outset. Hackney cabs in the City were already subject to an ambitious and separate scheme, as a licensing condition, for a progressive move to the use of zero emission capable vehicles. The Council was working with bus companies on schemes to introduce increasingly environmentally friendly vehicles.

In discussion the following matters were raised or discussed among others.

- Members of the Committee were very supportive of the ambition behind the proposals.
- Many members of the Committee however challenged the designation of "Zero Emissions Zone" given that what was proposed would not result in an area free of emissions, with liberty given to any vehicle to enter subject to a charge or exemption. "Ultra Low Emissions Zone", it was argued, would be a more accurate description. Councillor Hayes was clear that the chosen designation was the correct one, recognised by the relevant bodies. It was noted that London's Ultra Low Emission Zone has less strict criteria for entry than the Zero Emission Zone so it would be misleading to change the designation.
- The proposed timing of the red zone (7am to 7pm) was driven in part by data which showed that to be the time of greatest pedestrian and cyclist activity.
- While there would be an appetite in many quarters for greater pedestrianisation of some parts of the City Centre, access would still be required, on a timed basis, to serve business etc.
- Raising bollards were not considered to be an appropriate means of enforcing the red zone.
- The use of Automatic Number Plate Recognition (ANPR) was the proposed means of enforcing the red zone, via mobile cameras, used by staff contracted by the County Council. Some members of the Committee had assumed that the ANPR would be via fixed cameras at the entrances to the

red zone and were concerned the current proposals would not be effective for enforcement purposes.

- Some members of the Committee thought the red zone should cover a greater area. The relatively small area had been chosen deliberately as an exercise from which lessons could be learnt before scaling up and expanding in future. It was also noted that the area has very high footfall and hence removing pollution from this area was important in order to reduce the public's exposure to air pollution.
- Thought might be given to a dedicated charging rank for taxis within the red zone however a recent analysis of taxi work within the City suggested that the red zone itself was unlikely to be suitable for this and that drivers had other preferred areas for future charging.
- It was recognised that vehicle ownership and the number of vehicle movements within the red zone was already low. It was not possible, at this stage, to say what difference the zone would make to air pollution levels but modelling suggested that it would be significant.
- The consultation proposed a schedule of charges for different classes of vehicle (in which, for example, the charge for a moped was the same as that for an HGV). Views about this and all other aspects of the proposal would be welcome.
- Work was being done with partners to explore what more can be done by way of freight consolidation.
- Consultation had been (and was being) had with the two colleges immediately affected by the red zone (St Peter's and Jesus).
- All addresses in the area affected by the red zone had been contacted and a good many had already responded to the consultation.
- A NIHR funded project would enable air quality sampling at a number of points in the red zone to provide a baseline against which future improvements could be measured.
- The present proposals did not envisage a progressive increase of charges but all suggestions would be given due consideration.
- "Geo fencing" in which only appropriately equipped vehicles will be given access to prescribed areas was not yet a viable option for implementation of the red zone but the technology was developing rapidly and would be a material consideration in the future.
- Recent discussions about "Connecting Oxford" had made it clear that a congestion charge in Oxford was not an option. It was important however to distinguish between the introduction of the ZEZ which was driven by a wish to improve air quality and a congestion charge, driven, principally, by a wish to manage traffic volumes. It was reported that the London congestion charge was now regarded as a "minor inconvenience" by many.
- It was noted that some areas of the UK were required to introduce Clean Air Zones because of a failure of the relevant authorities to take sufficient steps to improve air quality. This was in sharp contrast to Council's proactive measures over a period of time of which the proposed ZEZ was just the latest.
- Engagement with all members of the community about the proposals was important. Work was being done with schools given the importance of the engagement of children and young people.

- Once the consultation was complete there would be further widespread communication about the ZEZ which was likely to extend to, among other things, leaflets written with a younger audience in mind.
- The ZEZ “January 2020 update” (Appendix 1) provided a link to illustrate “20 cities” which had or were considering “charging-based zones to reduce traffic emissions”. This implied that those cities were (or would be) introducing similar schemes to that proposed in Oxford. The nature of these schemes however appeared to be many and varied (reflecting the different needs and requirements of different cities).
- The County Council had given a public undertaking to share the money raised by the scheme equally with the City Council.

The Committee makes the following recommendations to Cabinet.

- 1) That the Council seeks to extend the ‘red zone’ to include Broad Street and Turl Street
- 2) That the Council endorses the use of geofencing for hybrid vehicles entering the red zone
- 3) That the Council provides to Scrutiny the business case for use of hand-held ANPR as opposed to fixed cameras, with particular focus on the capital and revenue costs, anticipated fee generation and levels of behaviour change between the two methods of enforcement
- 4) That the Council seeks the agreement of the County Council to change the ‘Zero Emissions Zone’ name to reflect its operation as an area in which vehicles are charged for their emissions.
- 5) That the Council provides assurances that charges will be kept under regular review, particularly in regard to the impact of the charges on blue badge holders.

73. Go Ultra Low Pilot - outcome and next steps

Councillors Lloyd-Shogbesan and Bely-Summers left the meeting during this item.

The report was introduced by Councillor Tom Hayes, Cabinet Member for Zero Carbon Oxford and Sarah Hassenpflug, Sustainable City Projects Officer. The report described the outcome of the electric vehicle charging pilot and next steps. Councillor Hayes said that in parallel with the introduction of the ZEZ it was appropriate to provide every inducement to move to more sustainable forms of transport.

In discussion the following matters were raised or discussed among others.

- The Committee welcomed the excellent research and clear recommendations which provided a solid foundation for future work in this area.
- A key question for the future would be whether charging for electric vehicles will be predominantly via centralised locations or distributed more thinly and widely. Domestic charging was attractive because of a potentially low tariff. Centralised charging seemed more likely to be the main focus in the longer term but it was

too early to give a definitive answer as to the future balance that needed to be struck between centralised and dispersed infrastructure.

- Decisions about future investment would need to be informed to some extent by the final answer.
- It was recognised that the cost of electric vehicles (EVs) was currently prohibitive for many people and it was important to mitigate this inherent inequality as much as possible.
- Promoting the benefits of EVs (environmental and long term cost benefits) was important as well “busting the myths” surrounding EVs such as their range etc.
- It was noted the presence of on street charging facilities and EVs of themselves encouraged investment by others in that locality.
- The use of ‘cable gullies’ which would take charging cables to residential premises was a potentially safe and viable option for those wishing to charge at home in the future.
- Charging points for electric bikes would be welcome.
- Cllr Hayes and officers met representatives of the Hackney Cab taxi trade on a very regular basis. Meetings with representatives of the private hire business was more difficult in the absence of a representative body.

The Committee makes the following recommendation to Cabinet.

- 1) That electric bikes are included within the matrix of the Council’s future strategy for improving usage of ultra-low emissions forms of transport, particularly in regard to the availability of electric bike hire and electric bike charging points.

74. Dates of future meetings

Meetings are scheduled as followed:

Scrutiny Committee

- 04 February
- 03 March
- 06 April

Standing Panels

- Housing Standing Panel: 05 March, 08 April
- Companies Panel: 12 March

Scrutiny Review Groups

- Budget: 20 & 29 January
- Climate Emergency: 13, 21 & 30 January, and 19 February

All meetings start at 6.00 pm

75. Matters Exempt from Publication

No matters were considered in confidential session.

The meeting started at 6.00 pm and ended at 8.45 pm

Chair

Date: Tuesday 4 February 2020

SCRUTINY WORK PLAN

February 2020 - May 2020

Published on: 27/01/20

The Scrutiny Committee agrees a work plan every year detailing selected issues that affect Oxford or its people. Time is allowed within this plan to consider topical issues as they arise throughout the year as well as decisions to be taken by the Cabinet. This document represents the work of scrutiny for the 2019-20 council year and will be reviewed at each meeting of the Scrutiny Committee.

15

The work plan is based on suggestions received from all elected members and senior officers. Members of the public can also contribute topics for inclusion in the scrutiny work plan by completing and submitting our [suggestion form](#). See our [get involved webpage](#) for further details of how you can participate in the work of scrutiny.

The following TOPIC criteria will be used by the Scrutiny Committee to evaluate and prioritise suggested topics:

- T**imely – is it timely to consider the issue?
- O**xford priority – is it a council priority?
- P**ublic interest – is it of significant public interest?
- I**nfluence – can Scrutiny have a meaningful influence?
- C**ost – is there a significant financial impact?

Some topics will be considered at Scrutiny Committee meetings and others will be delegated to standing panels. Items for more detailed review will be considered by time-limited review groups.

The Committee will review the Council's [Forward Plan](#) at each meeting and decide which executive decisions it wishes to comment on before the decision is made. The Council also has a "call in" process which allows decisions made by the Cabinet to be reviewed by the Scrutiny Committee before they are implemented.

Scrutiny Committee and Standing Panel responsibility and membership

Committee / Panel	Remit	Membership
Scrutiny Committee	Overall management of the Council's scrutiny function	Councillors; Andrew Gant (Chair), Mohammed Altaf-Khan, Lubna Arshad, Nadine Bely-Summers, Tiago Corais, Hosnieh Djafari-Marbini, Alex Donnelly, James Fry, Richard Howlett, Ben Lloyd-Shogbesan, Joe McManners (Vice Chair), Craig Simmons.
Finance Panel	Finance and budgetary issues and decisions	Councillors; James Fry (Chair), Chewe Munkonge, Craig Simmons, Roz Smith.
Housing Panel	Strategic housing and landlord issues and decisions	Councillors; Nadine Bely-Summers (Chair), Mike Gotch, Richard Howlett Sian Taylor, Elizabeth Wade, Dick Wolff and a tenant co-optee.
Companies Panel	Shareholder function for companies and joint ventures	Councillors; James Fry (Chair), Tom Landell Mills, Chewe Munkonge, Craig Simmons.

Current and planned review groups

Topic	Remit	Membership
Review 1 Climate Emergency	To consider the Council's response to the Climate Emergency, primarily in relation to buildings, how to increase the number being retrofitted, and how to improve new build efficiency	Councillors; Richard Howlett (Chair), Craig Simmons (vice-Chair), Nadine Bely-Summers, Mike Gotch, Tom Landell Mills, John Tanner
Budget Review 2020/21	To review the 2020/21 budget proposals.	Finance Panel Membership

Timings of review groups

	Sept	Oct	Nov	Dec	Jan	Feb	March	April
Climate Emergency		Scoping	Evidence Gathering			Reporting		
Budget review			Scoping	Evidence gathering		Reporting		

SCRUTINY COMMITTEE

NO MEETING ALLOCATED

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
Oxford Living Rent	No	A report following up on the Council motion of 25th November 2019 to consider options for introducing an Oxford Living Rent	Councillor Linda Smith, Affordable Housing	Ian Wright, Head of Regulatory Services and Community Safety, Stephen Clarke, Head of Housing Services / Director Housing Companies

4 FEBRUARY 2020 - REPORTS

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
Corporate Strategy 20-24 - final draft for approval	Yes	Following external consultation this is submission of a final draft for approval	Leader, Economic Development and Partnerships	Mish Tullar, Corporate Policy, Partnership and Communications Manager
Customer Experience Strategy	Yes		Councillor Nigel Chapman, Safer Communities and Customer Focused Services	Rocco Labellarte, Chief Technology Officer

3 MARCH 2020 - PROVISIONAL REPORTS

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
Annual Report on Gender Pay Gap	Yes	A report to fulfil a requirement to report annually on the gender pay gap.	Safer Communities and Customer Focused Services	Paul Adams, HR & Payroll Manager
Oxpens Lane Redevelopment Update	Yes	The report is an update position on the redevelopment of the Oxpens Lane key City Centre site; the required delivery structure to take the project forward; and the	Leader, Economic Development and Partnerships	Tom Bridgman, Executive Director (Development)

		Heads of Terms discussions. The City Council has formed a joint venture company, OxWED, with Nuffield College to progress the delivery of this scheme		
Oxford City Council Business Plan 2020-21	Yes	One year business plan setting out outcomes for the 20-21 financial year. This document will expand on the ambitions set out in Corporate Strategy 20-24	Leader, Economic Development and Partnerships	Shelley Ghazi, Policy and Partnerships Officer
East Oxford Community Centre - Improvement Scheme	Yes	To present an improvement scheme for the East Oxford Community Centre following public consultation.	Supporting Local Communities	Hagan Lewisman, Active Communities Manager
Climate Emergency Review Group report	No	To consider the proposed report of the Climate Emergency Review Group	Councillor Richard Howlett	Tom Hudson, Scrutiny Officer
Performance Monitoring - 2019/20 Quarter 3	No	For the Committee to consider Council performance against a set of corporate and service measures.	Deputy Leader - Finance and Asset Management	Helen Bishop, Head of Business Improvement

6 APRIL 2020 - PROVISIONAL REPORTS

19

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
Public participation in decision making and citizen involvement	No	To consider how the public could be better engaged with council decision making, such as through public meetings, consultations and other public forums, for example. A draft scoping document has been prepared for a possible scrutiny review.	Leader, Economic Development and Partnerships, Zero Carbon Oxford	Mish Tullar, Corporate Policy, Partnership and Communications Manager
Council engagement with Oxford's diverse communities (Equalities Strategy)	Yes	To consider the outcome of the assessment of the Council's key services against the LGA's equalities framework.	Supporting Local Communities	Mish Tullar, Corporate Policy, Partnership and Communications Manager
Tourism Management Review Group Report - 12 month update	No	To consider a 12 month update on the implementation of the recommendations of the Tourism Management Review Group that were agreed by Cabinet.	Culture and City Centre	Matthew Peachey, Economic Development Manager
Economic and City Centre Strategies	Yes	New city-level and city centre strategies and actions are being developed from Sept 2019 to May 2019 with focus on triple bottom line actions: economic growth, social/equity, and environment.	Leader, Economic Development and Partnerships	Matthew Peachey, Economic Development Manager, Dan Hodge, Principal Regeneration & Economic Development Officer
Apprentices and NEETs	No	To consider the Council's and Oxford Direct Service's future plans for employing apprentices. This may include inviting the County Council to set out their work to support people not in education, employment or training (NEET).	Supporting Local Communities	Paul Adams, HR & Payroll Manager
Update of the 2016-2020 Corporate Plan (2020)	Yes	Annual update to the Corporate Plan detailing key achievements and future plans	Leader, Economic Development and Partnerships	Mish Tullar, Corporate Policy, Partnership and Communications Manager

FINANCE PANEL

25 FEBRUARY - PROVISIONAL REPORTS

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
Integrated Performance Report for Quarter 3 2019/20	Yes	Financial and Performance data for Q3 2019/20	Deputy Leader - Finance and Asset Management	Anna Winship, Management Accountancy Manager
Monitoring social value	No	To review the Council's current social value weighing in procurement of 5%.	Deputy Leader - Finance and Asset Management	Nigel Kennedy, Head of Financial Services

COMPANIES PANEL

12 MARCH 2020 - REPORTS WILL BE THE SAME AS THOSE AT THE SHAREHOLDER AND JOINT VENTURE GROUP MEETING

HOUSING PANEL

NO MEETING ALLOCATED

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
Tenant Satisfaction	No	To consider the outcome of the Tenant Satisfaction Survey for council tenants.	Affordable Housing	Bill Graves, Landlord Services Manager
Building Control - outcomes of the Hackitt Review of Building Regulations and Fire Safety	No	To consider the outcomes of the Hackitt Review of Building Regulations and Fire Safety.	Planning and Sustainable Transport	Ian Wright, Head of Regulatory Services and Community Safety, Paul Smith, Building Control Team Leader

5 MARCH 2020 - PROVISIONAL REPORTS

21

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
Housing Performance - 2019/20 Quarter 3	No	For the Panel to consider performance against a set of housing measures.	Affordable Housing, Deputy Leader (Statutory) - Leisure and Housing	Stephen Clarke, Head of Housing Services / Director Housing Companies
Private rented sector housing	No	To be scoped: consideration of housing issues in the private rented sector and the Council's response. Could include regulatory changes concerning no fault and revenge evictions and engagement with the tenants' union.	Deputy Leader (Statutory) - Leisure and Housing	Head of Regulatory Services & Community Safety

8 APRIL 2020 - PROVISIONAL REPORTS

Agenda item	Cabinet item	Description	Cabinet portfolio	Lead officer
Tenancy Management Standards	No	To consider performance and good practice in tenancy management standards with representatives from housing associations	Affordable Housing	Stephen Clarke, Head of Housing Services / Director Housing Companies

This page is intentionally left blank

FORWARD PLAN EXTRACT

REPORTS TO CABINET AND COUNCIL

CABINET: 12 FEBRUARY 2020

ITEM 15: ID: I022288	BUDGET 2020-21 AND MEDIUM TERM FINANCIAL PLAN 2021-22 TO 2023-24 Report Status: Confirmed for this meeting
Budget 2020-21 and Medium Term Financial Plan 2021-22 to 2023-24	
ITEM 16: ID: I021702	CAPITAL STRATEGY 2020/21 – 2024/25 Report Status: Confirmed for this meeting
To present the Capital Strategy for approval	
ITEM 17: ID: I021701	TREASURY MANAGEMENT STRATEGY 2020/21 Report Status: Confirmed for this meeting
To present the Council's Treasury Management Strategy for 2020/21 together with the Prudential Indicators for 2020/21 to 2023/24	
ITEM 18: ID: I019542	CUSTOMER EXPERIENCE STRATEGY Report Status: Provisional: Confirmed for this
The Customer Experience Strategy is a core component of New Ways of Working. It brings together the Customer, Digital and ICT strategies and is designed to make a difference in the places where it matters the most, putting customers at the heart of everything we do. The action plan reflects how we intend to use digital technology to support New Ways of Working, as well as highlighting those initiatives that will help deliver an improved customer experience.	
ITEM 19: ID: I022535	CORPORATE STRATEGY 20-24 - FINAL DRAFT FOR APPROVAL Report Status: Provisional: Confirmed for this meeting
Following external consultation this is submission of a final draft for approval	
ITEM 20: ID: I023429	ALLOCATION OF HOMELESSNESS PREVENTION FUNDS FOR 2020/21 Report Status: Confirmed for this meeting
To approve the allocation of homelessness prevention funds with the purpose of helping meet the objectives of the Housing and Homelessness Strategy 2018 to 2021.	

ITEM 21: ID: I023177	HEADINGTON NEIGHBOURHOOD FORUM (RE) DESIGNATION Report Status: Confirmed for this meeting
Neighbourhood Forums are required to designate their status every five years. The Headington Neighbourhood Forum designation expired in September 2019. This application is to (re) designate the Neighbourhood Forum.	

COUNCIL 13 FEBRUARY

REPORTS FOR COUNCIL FROM CABINET ON 12 FEBRUARY

- Budget 2020-21 and Medium Term Financial Plan 2021-22 to 2023-24
- Capital Strategy 2020-21 to 2024-25
- Corporate Strategy 2024
- Treasury Management Strategy

ITEM 22: ID: I020684	COMMUNITY GOVERNANCE REVIEW - HEADINGTON NEIGHBOURHOOD PLAN REFERENDUM AREA Report Status: Provisional: Decision reliant on another action or process
February 2019 - The initial report will set out the timetable for the community governance review in the area covered by the Headington neighbourhood plan. The request has come from the Forum asking the Council to consult on setting up a new parish following the yes vote in the plan referendum in 2017.	
October 2019 - Report to Council on consultation outcomes and recommendation.	

ID: I023910 ITEM 1:	COUNCIL TAX 2020/21
------------------------------------	----------------------------

CABINET: 11 MARCH 2020

ITEM 24: ID: I019467	OXPENS LANE REDEVELOPMENT UPDATE Report Status: Provisional
The report is an update position on the redevelopment of the Oxpens Lane key City Centre site; the required delivery structure to take the project forward; and the Heads of Terms discussions. The City Council has formed a joint venture company, OxWED, with Nuffield College to progress the delivery of this scheme	

ITEM 25: ID: I015275	EAST OXFORD COMMUNITY CENTRE - IMPROVEMENT SCHEME Report Status: Provisional : Decision needs further consideration or information
To present an improvement scheme for the East Oxford Community Centre following public consultation.	

ITEM 26: ID: I023386	STREET NAMING AND NUMBERING POLICY Report Status: Provisional: Awaiting further information, advice or input.
Revised Street Naming and Numbering Policy for adoption	

ITEM 27: ID: I022356	BLACKBIRD LEYS DEVELOPMENT PROJECT DETAILED DESIGN Report Status: Confirmed for this meeting
To provide an update on the Blackbird Leys Development Project and seek approval to proceed to the detailed design phase.	

ITEM 28: ID: I022878	ANNUAL REPORT ON GENDER PAY GAP Report Status: Provisional: Decision reliant on another action or process
A report to fulfil a requirement to report annually on the gender pay gap.	

ITEM 29: ID: I022534	OXFORD CITY COUNCIL BUSINESS PLAN 2020-21 Report Status: Provisional: Awaiting further information, advice or input.
One year business plan setting out outcomes for the 20-21 financial year. This document will expand on the ambitions set out in Corporate Strategy 20-24	

ITEM 30: ID: I021773	INTEGRATED PERFORMANCE REPORT FOR QUARTER 3 2019/20 Report Status: Provisional: Decision reliant on another action or process
Financial and Performance data for Q3 2019/20	

ITEM 31: ID: I024186	UPDATE OF HOUSING ASSISTANCE AND DISABLED ADAPTATION POLICY Report Status: Confirmed for this meeting
Minor changes to allow clarification around discretionary grant and joint custody arrangements	

COUNCIL 30 MARCH

ITEM 32: ID: I023196	OUTSIDE ORGANISATION REPORT - OXFORDSHIRE PARTNERSHIPS NOT REPORTED THIS YEAR Report Status:
Purpose: to provide Council with an update on the work of the smaller partnerships and those not reported separately in this Council year	

ITEM 33: ID: I022334	PAY POLICY STATEMENT Report Status: Provisional: Decision reliant on another action or process
Annual review of the pay policy statement The current policy statement came into effect on 1st April 2019, superseding the 2017/18 statement and will continue to be reviewed on an annual basis.	

ITEM 34: ID: I023197	OUTSIDE ORGANISATION REPORT - OXFORDSHIRE LOCAL ENTERPRISE PARTNERSHIP (LEP) Report Status:
Purpose: to update Council on the work of this outside organisation.	

CABINET 15 APRIL

ITEM 35: ID: I022312	ECONOMIC AND CITY CENTRE STRATEGIES Report Status: Provisional: Awaiting further information, advice or input.
New city-level and city centre strategies and actions are being developed from Sept 2019 to May 2019 with focus on triple bottom line actions: economic growth, social/equity, and environment.	

CABINET 10 JUNE

ITEM 36: ID: I024161	FUSION LIFESTYLE'S ANNUAL SERVICE PLAN FOR OXFORD LEISURE FACILITIES (2020/21) Report Status: Provisional: Decision needs further consideration or information
To recommend that Cabinet endorses Fusion Lifestyle's Annual Service Plan (2020/21) for the continuous development, management and operation of leisure services in Oxford.	

To: Cabinet
Date: 12 February 2020
Report of: Head of Business Improvement
Title of Report: Customer Experience Strategy

Summary and recommendations	
Purpose of report:	Approval of the Customer Experience Strategy which provides the Council with a clear vision for the future state of customer and digital engagement and the technology required to support achieving the vision.
Key decision:	Yes
Cabinet Member:	Councillor Chapman, Cabinet Member for Safer Communities and Customer Focused Services
Corporate Priority:	An efficient and effective Council: our ambition is for a customer-focused organisation delivering efficient, high quality services that meet people's needs
Policy Framework:	None
Recommendations: That Cabinet resolves to:	
1.	Approve the Customer Experience Strategy and Action Plan 2019/22 at appendix 1; and
2.	Note and approve the Public Customer Experience Strategy 2019/22 Summary at appendix 2

Appendices	
Appendix 1	Customer Experience Strategy and Action Plan 2019/22
Appendix 2	Public Customer Experience Strategy 2019/22 Summary
Appendix 3	Risk Register
Appendix 4	Equalities Impact Assessment

Introduction and background

1. Over the past decade, there has been a significant shift in the way people communicate and interact. Technology underpins many of these changes and today it is a fundamental part of the running of the Council. In this 24-hours a day, 7 days a week connected world, being responsive to customers is a necessity for any organisation that provides services. Residents and businesses expect the same levels of access and personalisation that they see online from many private and public sector organisations.
2. The strategy responds to rising demands for public services and expectations from an increasingly digital society, helping those that can to help themselves, whilst at the same time recognising some customers will still need to use telephone and have access to face to face meetings to interact with the Council, especially in more complex matters. It also acknowledges the need to protect the data held from cyber-crime, in line with the Data Protection Act 2018.
3. The Council's corporate plan 2020 – 2024 forms the foundation for the Customer Experience Strategy, providing the Council with clarity on the future state of customer and digital engagement and the technology that supports achieving the vision ***"to place customers at the heart of everything the Council does, providing good, accessible services and being great where it matters"***.
4. The strategy details how the Council culture needs to develop to be more open, responsive and collaborative whilst tangibly embracing the new possibilities offered by the latest and emerging technologies, improving accessibility through initiatives which promote equalities, and positioning digital as the channel of choice for the majority of customers. It also reflects the reality that some customers will not be able to access our services digitally either by choice, or lack of funds, and that for them the quality of services and opportunity for access must not be diminished.

Consultation

5. The strategy has been developed in response to extensive consultation, incorporating government and industry best practice. Groups consulted include:
 - Portfolio Holder for Safer Communities and Customer Focused Services
 - Executive Director for Customers and Communities
 - Heads of Service and their teams
 - Online Consultation, with 800+ responses
 - Internal staff survey
 - Three Youth Ambition groups from across Oxford
 - Rosehill recruitment roadshow attendees
 - Tenancy involvement group (including over 60s)
 - Agents and landlords for HMO and Planning
6. Customer feedback states that:
 - There are high levels of customer satisfaction in the contact centre and customer service centre, but a variable customer experience across the rest of the Council.
 - There is a lack of customer insight gathered organisation-wide and where it exists, it is not always applied to improve the service.
 - Customers are rarely involved in designing services.

- Staff need to be up-skilled to become more customer-centric.
- There are only reasonable levels of customer satisfaction with the website, and the quality of the design and content is poor in places.
- Teams frequently take a silo approach to case resolution when more than one service is involved
- The laptops, desktop computers, and smart phones used are dated and do not work well with modern software and applications. This limits the ability of staff to carry out their jobs effectively. The same can be said of the Wi-Fi service.
- Some of the key business applications are outdated, with overlapping capabilities and duplicate data. They are not designed to work effectively in the modern, cloud-enabled world.
- The Council's ability to capture, analyse, report and make informed decisions on the vast quantity of data it collects is fragmented and inefficient.

Strategy overview

7. The main principles of the strategy are:

- Providing a great, holistic responsive customer experience from every part of the Council.
- Developing the necessary skills, capabilities and behaviours throughout the workforce.
- Better equipping colleagues with tools to respond to customer needs, flexibly and securely.
- Modernising business systems and operating processes, making them easier to use and automated where appropriate.
- Enabling efficiencies through rationalisation of systems, streamlining of processes, and tools for flexible working and collaboration.

8. It will meet the needs of customers by:

- Increasing customer satisfaction by extending the range of services provided digitally, creating capacity to deal with more complex need through other channels; with clear targets to measure this.
- Creating a council-wide culture of "Customer First".
- Providing modern, responsive services.
- Working more efficiently and delivering value-for-money.
- Providing colleagues with the right tools for the job.

The Customer Experience Strategy, including the Action Plan, Risk Register and Equality Impact Assessment, can be found in the appendices.

A detailed analysis of the consultation feedback can be found using the following link:
<https://oxfordcitycouncil.sharepoint.com/:b:/s/IntranetDocumentStore/EWu70qeqMChFhVRlt2HRq3oBijqCyTdO2HsA4pfeMIK4tg?e=q0B7Bz>

A summary of the plans for delivery

9. The strategy identifies numerous projects and initiatives that, over the period 2019 to 2022, will deliver its stated objectives. A detailed action plan, covering the period 2019 - 2021 can be found within the strategy, and is summarised in paragraphs 10 to 19 below. Detailed actions for 2022 are currently not listed within the strategy as these will be dependent on the outcome of discovery and feasibility studies to be carried out in the coming 12 months. All future proposals will be framed against the need to ensure the Council delivers value for money propositions.
10. When the technology and digital service was brought back in house from the County Council in 2016/17 the initial focus was on providing robust and reliable technology foundations for the Council. The Customer Experience Strategy builds on those foundations with a range of products that support collaboration, provide greater flexibility as to where people can work from, reducing the amount of travel time and improving productivity.
11. Over the past eighteen months, Wi-Fi services have been upgraded, and remote-working tools modernised, allowing colleagues to securely access Council services from any device and location. All the technology solutions are designed with security at the forefront to ensure they meet stringent compliance standards defined by central government (PSN standard). These are independently assessed and certified every year.
12. Laptops, desktop computers and smartphones which no longer work with current software are being replaced. At the same time, new collaboration products and services are being introduced, including personal and group chat, audio and video products, real-time information sharing, and live video streaming for public events.
13. Over the past two years the Council has updated and continues to upgrade and consolidate key business systems, including:
 - Waste Management System
 - Legal Case Management System
 - BACS Payment System
 - Housing Management System– Repairs, rent accounting, choice based lettings, property job costing.
 - Customer Services Case Management System
14. In line with commercial contract end dates, other key services and software will be upgraded or replaced in the coming 18 months, including:
 - Revenues and Benefits software
 - Income Management System
 - Data Centre service contract
 - Fixed line telephony and mobile phone service contracts
 - Broadband and network service contracts
15. A review of all asset, document and case management systems will be commissioned to identify opportunities to reduce cost and improve data quality. This means identifying how the information held within these systems can be

recorded, held, and used more effectively. More accurate data will help inform decision-making to offer better quality, value for money services to customers.

16. Following on from the review of asset management systems and data, it is anticipated that a number of the existing legacy systems will be replaced with fewer, more modern systems, providing opportunities for improved management of all Council assets.
17. Raising customer awareness of the website, mobile applications, and social media, will continue, developing their confidence to use those services. At the same time, priority will be given to enhancing the customer experience, the design and ease of use of the website. Council processes will be streamlined, making them simpler to use. By increasing the quality and quantity of online services, the aim is to increase the take-up of digital, with a commensurate reduction in the demand for non-digital channels such as phone, email, and face to face, whilst continuing to offer a choice to customers in the way they access services. Work will continue to develop the web chat service, to support customers become confident regular users of the website.
18. Having laid the foundations of more secure, reliable, flexible and collaborative tools and services over the past two years, the project planned for the coming 18 months are focused on major improvements in customer digital services, including:
 - Revamping the Council website, microsites, apps, and online presence, in terms of design, content, and the number and ease of use of online forms. Together with active promotion of the digital services available, these changes will help promote digital as the channel of choice for those people who are able and prefer to help themselves.
 - Delivering online accessibility changes required by legislation, and enhancing existing online services to provide full support for the Council equalities strategy.
19. The Council will improve its reputation by providing customers with a choice in the way they access services, in particular with more online offerings and greater use of social media. Investment will be focused on developments to increase use of digital channels and to enable staff to become more customer focused and flexible in their approach to providing services. Whilst the main objective of the strategy is to improve customer interaction with the Council, financial efficiencies are achievable as a result of teams leveraging new tools, services and skills.
20. Staff across the Council will be given the digital and customer service skills needed to deliver consistently great service. This will be underpinned by a new People Strategy, which will focus on delivering outcomes for communities and customers by developing a workforce that is high performing and flexible, and committed to improvement through a culture of collaboration and engagement.
21. The improvements in systems, through consolidation and replacement of legacy systems, together with new, innovative approaches to data analysis will provide the Council with a wide range of insights which, in conjunction with new skills for staff and a greater engagement with customer groups, will help shape future service delivery, improving the quality and responsiveness of the Council to customer needs, whilst informing the Council on how to deliver better, value for money services in coming years.

Financial implications

22. Funding totalling £2.5m has been secured for the projects planned and underway in 2019-20. The projects proposed for the financial year 2020/21 are currently going through the annual capital bid process.
23. Efficiencies of £465k have been identified over the four years of the medium term financial plan, delivered through cross-council initiatives identified in this strategy. Other efficiencies may be possible using the enabling tools, skills and services described in this strategy, including:
 - A reduction in the number of software applications by consolidation of existing systems where duplication of processes and data are identified.
 - Releasing office space through the adoption of collaboration tools and flexible working practices.
 - Reduction in handling of customer and administrative workload through process streamlining, automation where needed, and improved quality and range of online services.

Legal issues

24. There are no legal implications.

Level of risk

25. The Risk Register is included in Appendix 3.

Equalities impact

26. The Equalities Impact Assessment is included in Appendix 4.

Report author	Helen Bishop
Job title	Head of Business Improvement
Service area or department	Business Improvement
Telephone	01865 252233
e-mail	hbishop@oxford.gov.uk

Background Papers:	
1	Consultation Report

This page is intentionally left blank

CUSTOMER EXPERIENCE STRATEGY

ACTION PLAN 2019 – 2022

- Customer
- Digital
- Technology

8th January 2020

Helen Bishop

Head of Business Improvement

Contents

The Vision.....	3
The Objectives.....	3
A Great Customer Experience.....	3
Building Skills and Capabilities.....	3
Technology that Enables More Collaborative and Flexible Working.....	3
Modern, Consolidated Systems for Data-Driven Decision Making.....	3
Where is the Council Today?	4
Facts and Figures.....	4
What Communities and Customers Say	4
The Financial Case.....	5
What Are The Gaps?	6
From a Customer Perspective.....	6
From a Staff Perspective	6
From a Digital Perspective	6
From a Technology Perspective.....	6
The Outcomes and Action Plan.....	7
A Summary of the Benefits	8
The Action Plan Timeline and Costs.....	9
References	11

The Vision

The Customer Experience Strategy brings together the Customer, Digital and Technology strategies and is designed to make a difference in the places where it matters the most, putting customers at the heart of everything the Council does. The strategy and associated action plan reflect how the Council intends to support the four aims of the Council Strategy 2020 - 2024, highlighting those initiatives that will directly and indirectly help deliver an improved customer experience.

The Objectives

In defining this vision and objectives this document draws on the Council's corporate plan 2020 - 2024, including extensive consultation with directors, key Members, staff across all Service Areas, and customer groups, as well as taking into consideration government and industry best practice.

The purpose of the strategy is to realise the following:

A Great Customer Experience

Making every interaction count throughout the whole customer engagement, ensuring the Council commitment chimes with customers at every opportunity to improve accessibility through initiatives which promote equalities, and digital as the channel of choice for those customers who are able and prefer to help themselves, setting clear expectations, getting it right first time, providing holistic solutions to issues, collecting feedback and involving customers in service change and design.

Building Skills and Capabilities

Helping staff to be "change-makers" and giving them the power to act and resolve issues for the customer, their teams and themselves through customer and digital skills training, management development, embedding a positive culture and the right behaviours across the organisation, inviting feedback and engaging staff in the decision-making process.

Technology that Enables More Collaborative and Flexible Working

Helping staff to be more efficient and effective by providing the tools for smarter ways of working; having mobile devices that can be used in the field or at home; improving accessibility to the office network, lowering operating costs and reducing the Council carbon footprint. This will be achieved by replacing old equipment, improving security and communications, and offer a range of flexible alternative technology solutions to suit business needs and individual preferences.

Modern, Consolidated Systems for Data-Driven Decision Making

Modernising and consolidating business applications into fewer, more user-friendly ones and leveraging information to make more effective choices about what to do and where to focus Council resources, sharing that data with residents and communities so they can make informed decisions. Replacing and consolidating outdated software, including asset, document and case management systems, implementing a data and analytics strategy, providing the tools and resources, streamlining and joining up processes, with information sharing protocols, thereby enabling efficiencies.

Where is the Council Today?

Facts and Figures

The demands placed on Council services, and the levels of satisfaction achieved from a population of 155,000 residents, numerous businesses, and many more visitors to Oxford City, are reflected in the following statistics from 2018:

<u>6.42m Unique website visits</u>	<u>98% Customer service centre satisfaction</u>
<u>1.87m Individual web page views</u>	<u>92% Satisfaction with face-to-face interactions</u>
<u>209,000 telephone calls</u>	<u>62% Satisfaction with the Council website</u>
<u>63,400 online payments</u>	<u>37.5% of all transactions were online</u>
<u>28,000 face-to-face visits</u>	<u>2nd Place GovMetric national ranking 2019</u>

Note: GovMetric is a multi-channel solution, measuring customer satisfaction and gathering informal customer feedback used to inform service improvement and deliver customer excellence.

What Communities and Customers Say

A four-month consultation exercise took place between December 2018 and March 2019, involving residents and Council colleagues. The purpose was to engage in dialogue and gather as many perspectives from as wide an audience as possible. The process included face-to-face presentations and workshops, online surveys, and team meetings.

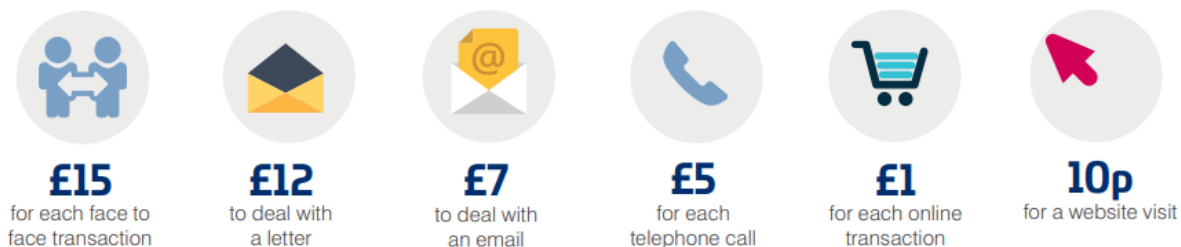
Numerous responses were received to internal and external surveys. Five resident workshops and three staff sessions were held during this period.

The most frequent comments made:

- **Customer Experience**
 - How staff interact with customers
 - The content and quality of the Council website
 - The need to adopt a clearly defined customer culture
- **Staff Skills**
 - The content and quality of the staff intranet
 - Customer and digital awareness and skills training
 - How staff can improve communication and collaboration
- **The Right Technology**
 - Having fit-for-purpose tools to do the job
 - Better use of technology to support smarter, mobile working
- **Better Systems and Data**
 - Fewer and more up-to-date business applications
 - The need for process improvements and more, clearer online services
 - More effective integration and use of customer data

The Financial Case

The financial case to move people to digital interaction is strong, with estimates of cost varying, but on average reflecting the following unit costs per transaction:



Note: Source is SOCITM (Society for IT practitioners in the public sector)

Whilst this strategy does not seek to reduce the availability or accessibility of face-to-face or telephony based services, improvements to the website and online presence should promote digital as the channel of choice for those that prefer to use it.

The premise is to ensure that there is customer choice for those that can help themselves to use digital channels, so there is more time and resource to provide assistance for more complex cases and more vulnerable members of the community, either in person or over the telephone.

The online offering must be at least as good as other channels, and customers must have a positive experience for each web visit and social media interaction. Failure to deliver a good service drives up the costs for the Council by pushing people to use more expensive means of contact. By the same token, improving the quality and quantity of digital services can help reduce the cost of delivering Council services.

All future proposals that arise from a series of discovery and feasibility reviews will be framed against the need to ensure the Council delivers value for money propositions.

What Are The Gaps?

From a Customer Perspective

- Customer insight shows a variable customer experience across the organisation, particularly in business-as-usual mode, as evidenced in customer journey mapping, desktop reviews, staff feedback and 3Cs (compliments, comments and complaints), with a long tail of open cases.
- There is a lack of identifiable proactive customer insight gathered which is not widely applied especially regarding comments and complaints.
- There is an inside-out approach to the design of services rather than two-way co-design with customers, understanding services from their perspective.
- Failure demand in service areas drives up customer contact in front of house and a fall in customer satisfaction.
- Delivering online accessibility is an on-going requirement as a result of changes in legislation, and to enhance existing services to provide full support for the Council equalities strategy.

From a Staff Perspective

- There needs to be a council-wide, customer-focused environment where staff and services are able to flourish and the culture is consistently one of putting the customer first.
- Many services have a silo approach to customer case resolution and process improvement. This is shown through the lack of a joined-up approach to process change and customer engagement.

From a Digital Perspective

- The design, quality and content of the Council website provide a poor customer experience.
- Online forms and the business processes behind them are complex and in many cases lack the mechanisms to keep customers updated on progress.

From a Technology Perspective

- Computers and mobile devices have a limited lifespan as new software and solutions place ever increasing demands on the technology. The great increase in Wi-Fi and broadband enabled services, and the need to work from any location, requires that investments are made in technology to keep pace with these advances. Work is already underway to deliver the needed improvements.
- Some of the Council's key business applications are outdated systems, soon to be without support, providing duplicate or overlapping capabilities and information. As many of these systems date back several years they are not designed to work effectively in the modern, cloud-enabled world.
- A review of all asset, document and case management systems will be commissioned to identify opportunities to reduce cost and improve data quality. Following on from the review, it is anticipated that a number of the existing legacy systems will be replaced with fewer, more modern systems, providing opportunities for improved management of all Council assets.
- The Council's ability to capture, extract, analyse, report and make informed decisions on the data collected is fragmented and inefficient, with a spreadsheet-driven approach to addressing these limitations. In some cases the same or similar data is stored across multiple systems.

The Outcomes and Action Plan

This strategy aims to deliver the following four outcomes:

Deliver a great customer experience:

- provide clear communication and information, helping people make informed decisions
- improve the quality, search capability and accessibility of the Council website
- ensure two-way dialogue with customers, being more consistent and responsive
- keep customers up-to-date on progress, setting and managing their expectations
- be open and transparent about what the Council does and its service standards
- measure the customer experience in a meaningful way to continuously improve services
- involve customers in the definition and improvement of new and existing services
- provide customers with choices on how they access services, whilst promoting digital up-take
- gather appropriate customer insight and then use it to inform service improvements
- redesign the most popular processes end-to-end to encourage customers to self-serve
- ensure customer-facing staff are kept informed of major Council initiatives

Build the skills and capabilities in the workforce:

- lead by example, walking the walk, talking the talk, and being consistent in what is said and done
- promote the values and culture we expect from each other
- role model great customer service behaviours
- provide staff with the digital and customer service skills needed to deliver great service
- involve staff in decision-making, in the design and improvement of services
- promote a culture of collaboration, measured risk taking, and no blame
- replace the intranet to make effective use of workplace information and online tools
- redevelop relevant policies helping staff to take decisions and work confidently
- improve the quality, search capability and accessibility of the Council's intranet

Provide technology that enables collaboration:

- improve and extend existing Wi-Fi, internet bandwidth and remote access services
- replace old laptops, desktops and smartphones with newer models
- provide phone alternatives including softphones and "Bring Your Own Device"
- make audio-conferencing an effective option with additional tools and services
- provide video-conference solutions in offices and for remote access on computers
- introduce cloud-based (SaaS) software solutions for cost-effective collaboration

Implement modern systems for data-driven decision making:

- reduce the number of outdated systems to simplify access to information
- invest in the skills and capacity needed to integrate and perform analysis on data
- promote the use of meaningful measures as part of the decision-making process
- enable data sharing through information sharing protocols with other organisations
- publish open data through a new website to better support communities and businesses
- a holistic view of the customer, through the consolidation of systems and data

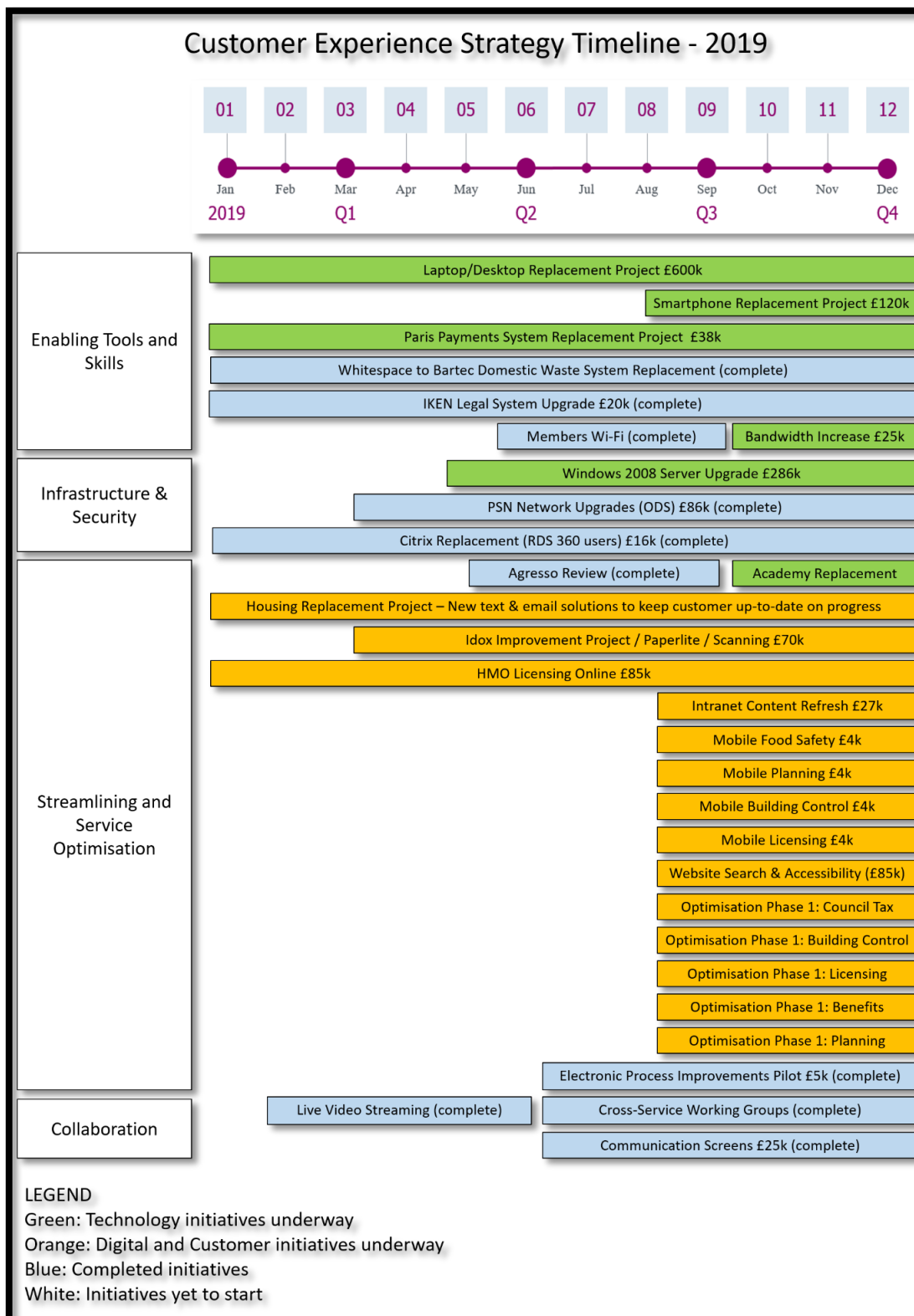
A Summary of the Benefits

Subject to business case approvals, funding and resources, the portfolio of projects and initiatives will deliver numerous benefits to communities, customers and the Council, including:

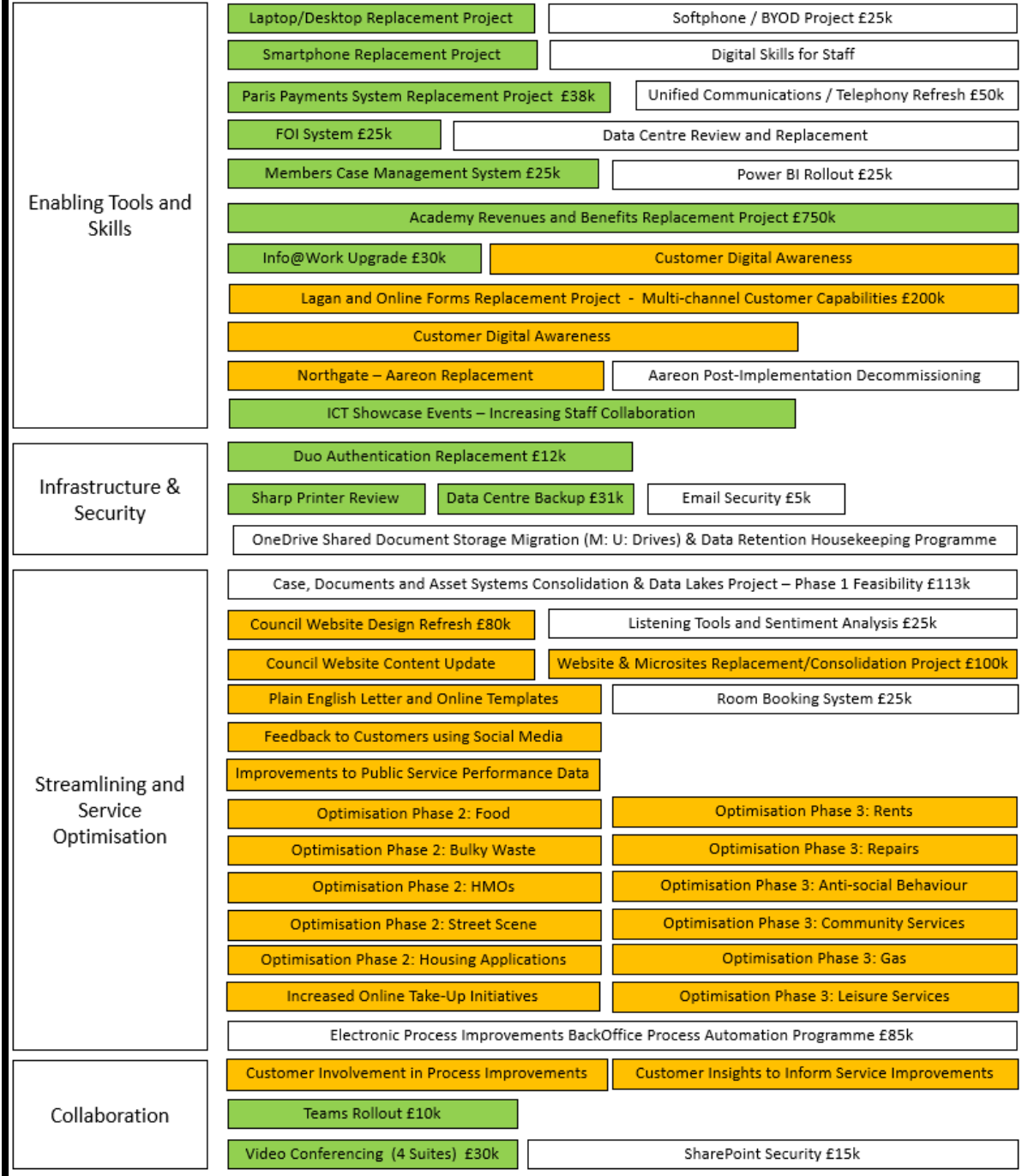
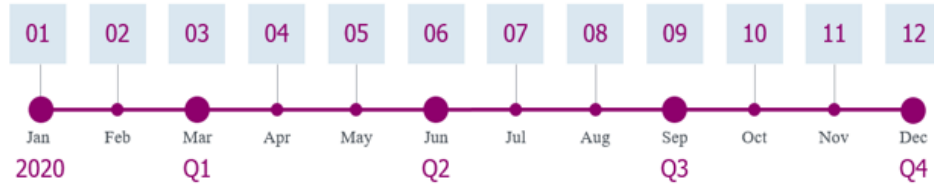
Public Benefits	Staff Benefits	Initiatives
	Digital and business systems skills for staff	Digital Skills training, Business systems training
Digital skills for customers		Awareness workshops
Customer service skills for all Council staff		Training sessions
Improved online information and services for customers		Redesigned Internet, Mobile App & social media, with more, simplified online forms
	Modern end user devices	Desktop computers, laptops, telephony solutions (smartphones, Bring Your Own Device), soft phones)
	Tools for flexible working practices	Audio and video conference services, online presence, simple and secure remote working
	Tools and information for collaboration	Microsoft Teams, SharePoint, redesigned Intranet
Streamlined business processes and better customer feedback		Robotic Process Automation, End-to-End process redesign, customer journey mapping
Fewer, better applications		Consolidation of Housing, Planning and Building Control systems
	Greater use of cloud (SaaS) solutions	Office 365, SharePoint
	Improved data retention	Consolidation of multiple data sources into fewer data stores
Improved reporting, data analytics and customer insights		New reporting and data analysis tools such as Microsoft PowerBI

The Action Plan Timeline and Costs

The following action plan covers the period 2019 – 2021. Detailed actions for 2022 are currently not contained within the strategy as these will be dependent on the outcome of discovery and feasibility studies to be carried out in the coming 12 months.



Customer Experience Strategy Timeline - 2020



References

- **UK Government Digital Strategy**
 - <https://www.gov.uk/government/publications/uk-digital-strategy>
- **PSN (Public Services Network)**
 - <https://www.gov.uk/government/groups/public-services-network>
- **GOV.UK advice on BYOD**
 - [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/360959/BYOD Guidance - Executive Summary.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/360959/BYOD_Guidance_-_Executive_Summary.pdf)
- **ICO (Information Commissioners Office) advice on BYOD**
 - [https://ico.org.uk/media/for-organisations/documents/1563/ico bring your own device byod guidance.pdf](https://ico.org.uk/media/for-organisations/documents/1563/ico_bring_your_own_device_byod_guidance.pdf)
- **UK Government Digital Declaration**
 - <https://localdigital.gov.uk/declaration/>
- **SOCITM (Society for IT practitioners in the public sector)**
 - <https://www.socitm.net/>
- **European Commission – rules for protection of personal data**
 - https://ec.europa.eu/info/law/law-topic/data-protection_en



Contact Us



pressoffice@oxford.gov.uk



01865 249811

This page is intentionally left blank

CUSTOMER EXPERIENCE STRATEGY OVERVIEW 2019-2022

Oxford City Council



SUMMARY

At Oxford City Council
our customer are at
the heart of
everything we do.

In a 24-hours a day, 7 days a week
connected world, being responsive to
customers is a must in any
organisation that provides services.

During 2019 Oxford City Council
embarked on a series of improvements
- enabling it to respond to change,
quickly. Our focus is on modernising
and enabling the Council to better meet
customer needs.

The Customer Experience Strategy
brings together the Customer, Digital
and Technology strategies and is
designed to make a difference in the
places where it matters the most,
putting customers at the heart of
everything we do. It will meet the
needs of our customers by giving
them:

- Full control about how and when
they contact us.
- Access to targeted services they
need created by improved data
analytics.
- Services that are responsive,
modern, accessible and inclusive.

We will do this by adopting a 'Whole
Council' approach, where every part of
our organisation will consider how the
work they do touches our customers and
how to improve our services holistically.



CUSTOMER EXPERIENCE

Our aim is to provide holistic customer focused solutions that work across all services. Solutions that are responsive, offer choice in the way customers can contact us and are available 24/7.

We will be investing in:

- Mapping the customer journey with input from customers.
- Customer experience training
- Management development, specifically how to manage remote teams.
- Streamlining our processes.
- Collaboration tools allowing us to communicate effectively with our customers wherever they are.

DIGITAL

Our aim is to modernise the current systems and processes we use, making them more intuitive, easy to use and automated where needed for both customers and colleagues.

We will be:

- Providing digital skills training for colleagues and customers.
- Redesigning our website.
- Redesigning our intranet.
- Developing new online forms.
- Automating our electronic processes.
- Creating ways to share data with communities to better serve them.

ICT

Our aim is to better equip our colleagues with tools and systems that enable them to respond to customer needs, working flexibly in a secure way.

We will be:

- Providing new laptops, desktops and phones to colleagues and members
- Replacing our payment systems.
- Improving our Wi-Fi provision.
- Upgrading our digital security.
- Reviewing our legacy systems.
- Introducing new communication and collaboration tools for colleagues.

BY DELIVERING THESE KEY ELEMENTS WE WILL

INCREASE
CUSTOMER
CHOICE
AND
SATISFACTION

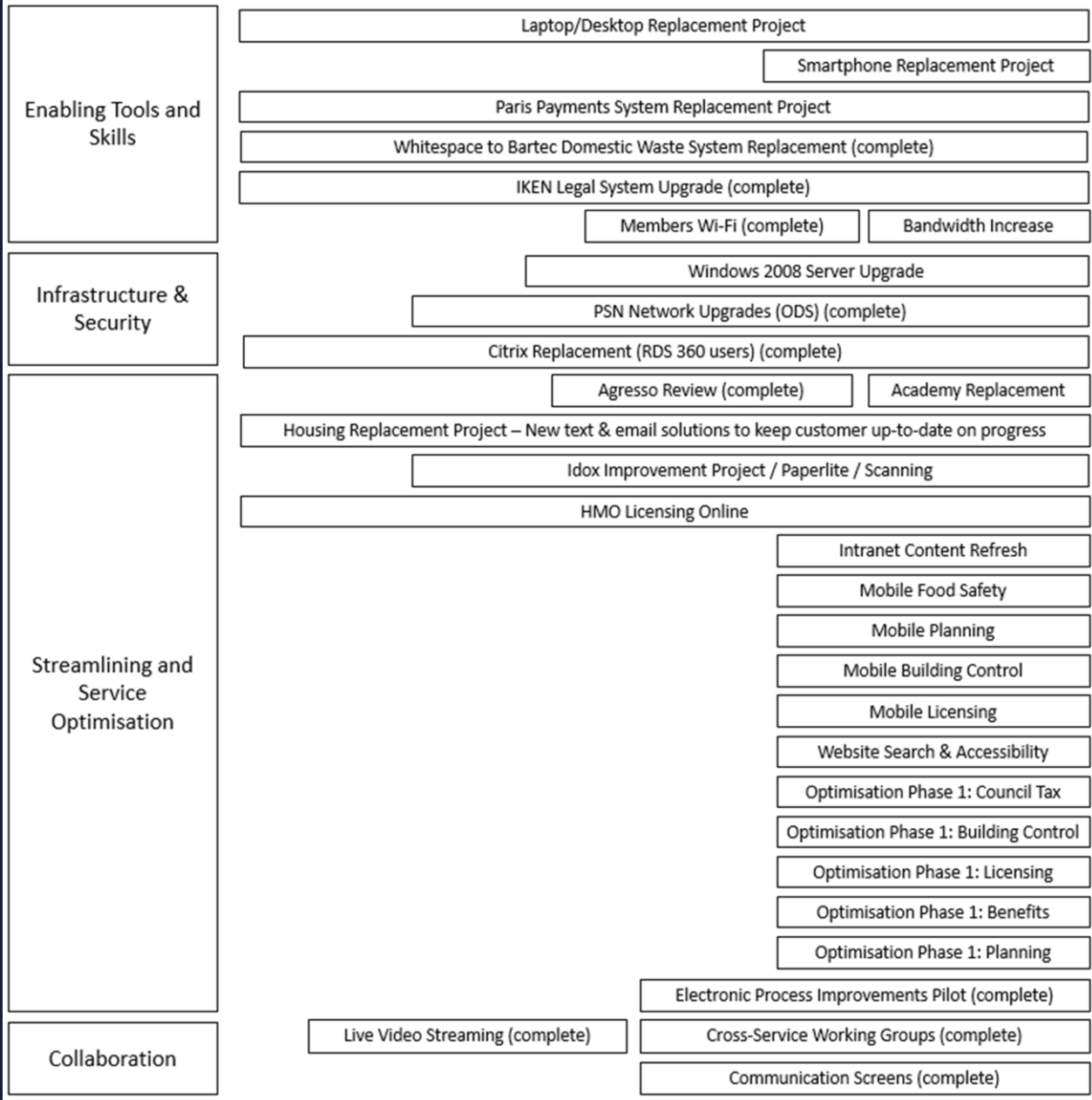
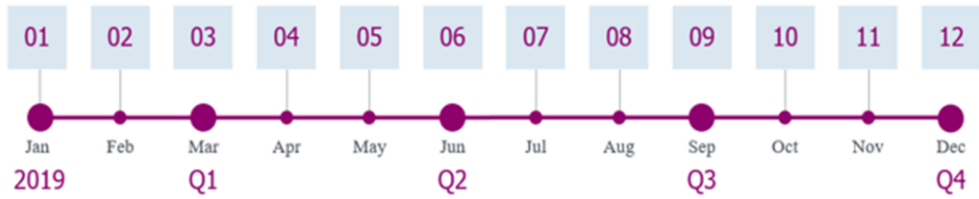
CREATE A
CULTURE OF
'CUSTOMER
FIRST'

PROVIDE
MODERNISED
RESPONSIVE
SERVICES

WORK
EFFICIENTLY
AND DELIVER
VALUE FOR
MONEY

PROVIDE
COLLEAGUES
THE RIGHT
TOOLS FOR THE
JOB

Customer Experience Strategy Timeline - 2019



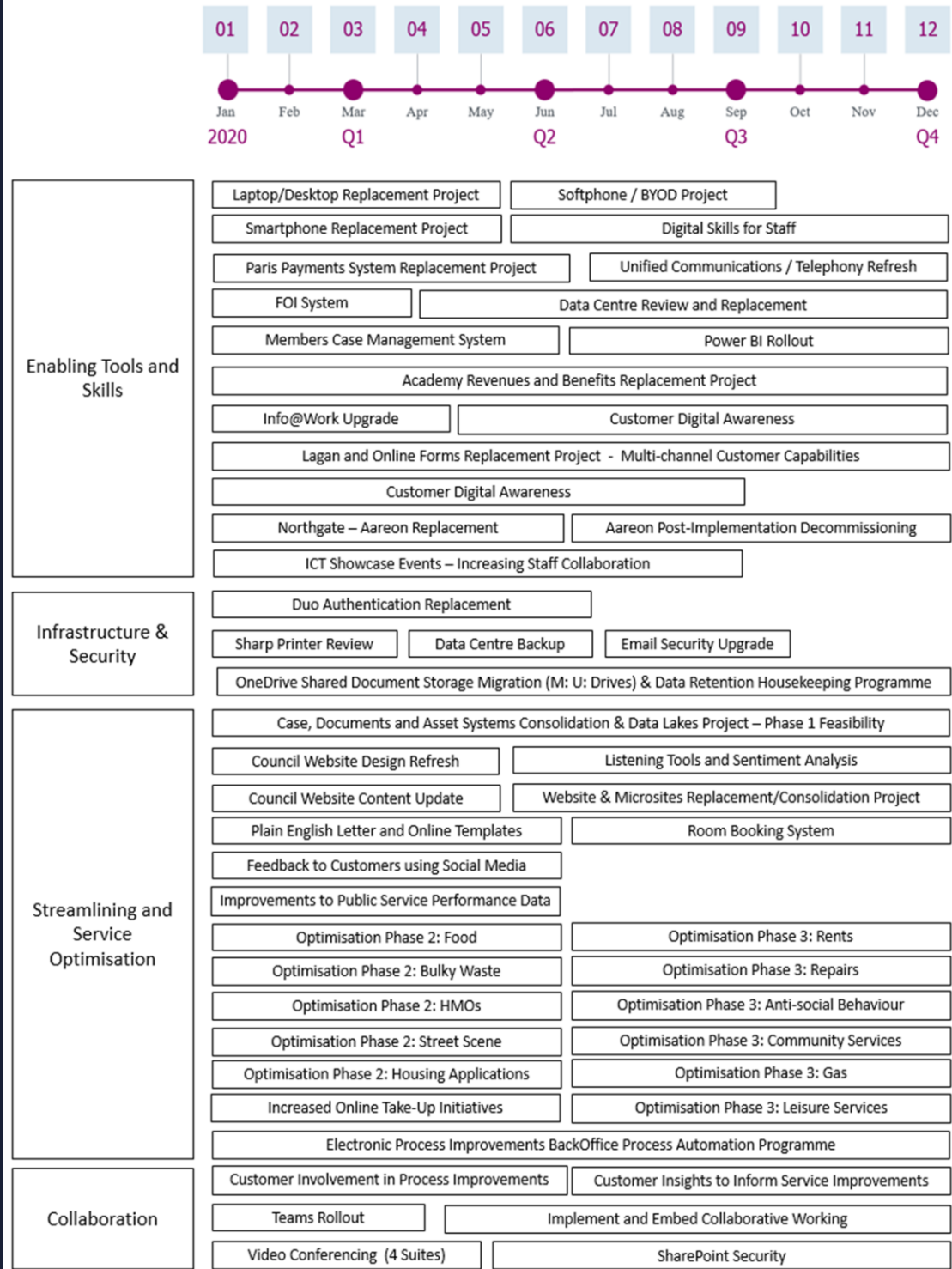
Customer Digital Awareness Sessions

- Develop the digital skills confidence of our customers
- Raise awareness of what the internet has to offer
- Motivate customers to visit our website and use our online services

Increased Online Take-Up Initiatives

- Provide customers with a wider choice in the way they access services
- Increase customers self service
- Reduce call volume

Customer Experience Strategy Timeline - 2020



Customer Experience Toolkit Rollout

- Provide staff with the customer service skills needed to deliver great service
- Embed great customer service to a consistent standard across the council
- Use the skills to improve service delivery

Digital Listening Tools and Sentiment Analysis

- Develop our reputation through social media messages and initiatives based on analytical data that monitors opinion and emotion
- Gather appropriate customer insight and then use it to inform service improvements
- Measure the customer experience in a meaningful way to continuously improve services

This page is intentionally left blank

Appendix 3

Appendix 3: Risk Register

					Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
Title	Risk description	Opp/ threat	Cause	Consequence			I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner
CE01	Capacity to deliver	O	Insufficient resources to deliver projects, and lack of prioritisation	Strategy not delivered to schedule	03.01.20	H Bishop	4	5	4	5	3	3		Agree corporate governance, to include ownership at CMT & ODG	28.02.20			H Bishop
														Develop meaningful measures of success and identify benefits to be realised	28.02.20			H Bishop
53 CE02	Delays in other related projects	O	Delays or non-delivery of customer-facing and digital improvements	Strategy not delivered to schedule	03.01.20	H Bishop	4	4	4	4	3	3		Regular monitoring meetings and escalation were appropriate	28.02.20			H Bishop
CE03	People Strategy	O	Inability to embed a culture of "Customer First" across Service Areas	Strategy not delivered to schedule	03.01.20		3	4	3	4	3	3		Develop People Strategy with organisation	28.02.20			H Bishop
														Develop values and behaviours	31.03.20			H Bishop
CE04	Service Area Commitment	O	Lack of senior buy-in and investment in establishing corporate data analytics and insights to inform service improvements	Strategy not delivered to schedule	03.01.20		3	4	3	4	3	3		Engagement via service planning to ensure included in business plans	31.03.20			H Bishop

																		Development of a single transformation /ICT/ People and Customer Plan overseen by CMT & ODG	31.01.20				H Bishop

Initial Equalities Impact Assessment screening form

Prior to making the decision, the Council's decision makers considered the following: guide to decision making under the Equality Act 2010:

*The Council is a public authority. All public authorities when exercising public functions are caught by the Equality Act 2010 which became law in December 2011. In making any decisions and proposals, the Council - specifically members and officers - are required to have **due regard** to the 9 protected characteristics defined under the Act. These protected characteristics are: **age, disability, race, gender reassignment, pregnancy and maternity, religion or belief, sex, sexual orientation and marriage & civil partnership***

The decision maker(s) must specifically consider those protected by the above characteristics:

- (a) To seek to ensure equality of treatment towards service users and employees;*
- (b) To identify the potential impact of the proposal or decision upon them.*

The Council will also ask that officers specifically consider whether:

- (A) The policy, strategy or spending decisions could have an impact on safeguarding and / or the welfare of children and vulnerable adults*
- (B) The proposed policy / service is likely to have any significant impact on mental wellbeing / community resilience (staff or residents)*

If the Council fails to give 'due regard', the Council is likely to face a Court challenge. This will either be through a judicial review of its decision making, the decision may be quashed and/or returned for it to have to be made again, which can be costly and time-consuming diversion for the Council. When considering 'due regard', decision makers must consider the following principles:

- 1. **The decision maker is responsible for identifying whether there is an issue and discharging it.** The threshold for one of the duties to be triggered is low and will be triggered where there is any issue which needs at least to be addressed.*
- 2. **The duties arise before the decision or proposal is made, and not after and are ongoing.** They require **advance** consideration by the policy decision maker with conscientiousness, rigour and an open mind. The duty is similar to an open consultation process.*
- 3. The decision maker must be **aware** of the needs of the duty.*
- 4. The **impact of the proposal or decision must be properly understood first.** The amount of regard due will depend on the individual circumstances of each case. The greater the potential impact, the greater the regard.*
- 5. **Get your facts straight first!** There will be no due regard at all if the decision maker or those advising it make a fundamental error of fact (e.g. because of failing to properly inform yourself about the impact of a particular decision).*
- 6. What does 'due regard' entail?
 - a. **Collection and consideration of data and information;***
 - b. **Ensuring data is sufficient to assess the decision/any potential discrimination/ensure equality of opportunity;***
 - c. **Proper appreciation of the extent, nature and duration of the proposal or decision.****

Appendix 4

7. **Responsibility** for discharging can't be delegated or sub-contracted (although an equality impact assessment ("EIA") can be undertaken by officers, decision makers must be sufficiently aware of the outcome).
 8. **Document the process** of having due regard! Keep records and make it transparent! If in any doubt carry out an equality impact assessment ("EIA"), to test whether a policy will impact differentially or not. Evidentially an EIA will be the best way of defending a legal challenge. See hyperlink for the questions you should consider <http://occweb/files/seealsodocs/93561/Equalities%20-%20Initial%20Equality%20Impact%20Assessment%20screening%20template.doc>
1. Within the aims and objectives of the policy or strategy which group (s) of people has been identified as being potentially disadvantaged by your proposals? What are the equality impacts?

None of the nine listed groups have been identified as being potentially disadvantaged by the Customer Experience Strategy.

2. In brief, what changes are you planning to make to your current or proposed new or changed policy, strategy, procedure, project or service to minimise or eliminate the adverse equality impacts?

Please provide further details of the proposed actions, timetable for making the changes and the person(s) responsible for making the changes on the resultant action plan

The Customer Experience Strategy includes initiatives that provide:

- Customer Digital Awareness, for residents.
- A Customer Experience Toolkit, to improve staff engagement with customers.
- Remote / Home working enhancements, for more flexible staff working.
- More Online Services, with a wider choice for customers to access services.
- Digital Tools to gather customer insight and use it to inform improvements.

3. Please provide details of whom you will consult on the proposed changes and if you do not plan to consult, please provide the rationale behind that decision.

Please note that you are required to involve disabled people in decisions that impact on them

We have consulted with the following groups:

- Portfolio Holder for Customers and Communities
- Executive Director for Customers and Communities
- Heads of Service and their teams
- Online Consultation portal 800 + responses

Appendix 4

- Internal staff survey
- 3 youth ambition groups in the disadvantaged areas of Oxford
- Rosehill recruitment roadshow attendees
- Tenancy involvement group (including over 60s)
- Agents and landlords for HMO and Planning

4. Can the adverse impacts you identified during the initial screening be justified without making any adjustments to the existing or new policy, strategy, procedure, project or service?

Please set out the basis on which you justify making no adjustments

None of the nine listed groups have been identified as being potentially disadvantaged by the Customer Experience Strategy.

5. You are legally required to monitor and review the proposed changes after implementation to check they work as planned and to screen for unexpected equality impacts.

Please provide details of how you will monitor/evaluate or review your proposals and when the review will take place

The deliverables and outcomes of the initiatives identified in the Customer Experience Strategy are monitored on a fortnightly basis. Each project will include a post-implementation review to include screening for unexpected equality impacts by the individual business owners. The review will be monitored for completion by the Information Governance team.

Lead officer responsible for signing off the EqlA:

Role: Chief Technology and Information Officer

Date: 25/10/2019

This page is intentionally left blank

Cabinet response to recommendations of the Housing Panel made on 07/11/2019 concerning the Housing and Homelessness Strategy 2018 – 21 mid-point update

Provided by the Cabinet Member for Housing and Leisure, Councillor Linda Smith

59

<i>Recommendation</i>	<i>Agree?</i>	<i>Comment</i>
<p>1) That the Council will develop an informed qualitative understanding of the support provided by supported housing providers commissioned by OCC, particularly through additional consultation with recent and current service users.</p>	Agree	The Lived Experience Advisory Forum, established through the Oxford Homeless Movement, has been established partly for this purpose. The Council would very much like to engage with LEAF to better understand the client experience of our commissioned services.
<p>2) That the Council will discuss with the Lived Experience Advisory Forum to agree the most appropriate means of ensuring those with lived experience of homelessness are involved in the transformation programme of homelessness services at strategic and service design levels, as well as the development the new Housing and Homelessness Strategy.</p>	Agree	We intend and have already started to work closely with the Lived Experience Advisory Forum to help inform the design and implementation of our homelessness services in this crucial period of transformation. The voice of those with lived experience is a key element of Crisis’s workplan during the feasibility/needs assessment phase of the transformation programme. We also fully intend to involve the forum to help us shape the new Housing and Homelessness Strategy.
<p>3) That the Council makes further progress on embedding homelessness prevention within all the services it delivers. This work to include</p> <ul style="list-style-type: none"> - Continuing and reinvigorating the work of the cross council Homelessness Reduction Act Project Group/Homelessness Prevention Officer Group, and ensuring this group continues to identify and deliver actions to embed prevention work across the authority. - The continuation of “Tenants at Risk meetings to continue to ensure officers from teams across the authority work together on 	Agree	<p>i) This is already in train and the Council-wide Homelessness Prevention Officer Group, with a new scope agreed for their work, has its first meeting scheduled in January.</p> <p>ii) We are fully committed to continuing the Tenants at Risk meetings. These are chaired by a senior officer, reviewed on a regular basis and is a critical tool in the prevention of homelessness.</p> <p>iii) As a legacy of Trailblazer, Oxford City continues to support the Champions Network with officer</p>

<p>cases to prevent homelessness.</p> <ul style="list-style-type: none">- Enablement of the Council's key partner organisations in homelessness prevention through continued support of the Oxfordshire Homelessness Prevention Champions Network to build understanding and relationships with staff from a range of organisations in order to prevent homelessness		support confirmed.
--	--	--------------------

**Cabinet response to recommendations of the Scrutiny Committee made on 05/11/2019 concerning Oxford's Waterways
 Provided by the Cabinet Member for Healthy Oxford, Councillor Louise Upton**

61

<i>Recommendation</i>	<i>Agree?</i>	<i>Comment</i>
1) That the post of Oxford Waterways Coordinator be extended for a sufficient duration to enable the benefits of the Oxford Waterways partnership to be realised.	Agree	The post has established a strong partnership approach to improving the waterways, developed and published a clear vision and a framework for improvements. Already, much as been achieved and extending the post to continue this work is supported.
2) Where appropriate and in line with our standard review processes and timescales, council strategies and policies will be updated to reflect the contribution of the waterways to the city. For example, the Local Plan, Infrastructure Delivery Plan, Housing and Homelessness Strategy, Green Spaces Strategy and Leisure Strategy.	Agree	As the review cycle allows, and in line with the Council's priorities, there will be opportunities to update our strategies and policies to reflect the contribution made to the city by the waterways.
3) That the city's waterways are recognised as an infrastructure asset and consideration is given to where and when the Council should invest to support them, alongside that of wider partners.	Agree	As the project has developed, we have gained a better understanding as to the range of benefits and opportunities which the waterways present to the city. We will continue to work across the organisation and with our partners to support and maximise those, in line with our priorities.
4) Given the limited understanding of the diverse communities living on boats in the city, the Council considers how, together with the other key partners and communities involved, it can develop a better understanding of the number of people living permanently on boats in the City, the varying reasons for living on boats, the provision of mooring sites and services and the suitability of existing infrastructure to support these communities and whether there are any unmet needs which partners can work together to	Agree	We will discuss with colleagues across the council as to whether there are gaps in our knowledge, where any further research/evidence base can assist in our policy making and the way we respond to specific needs. This will also require further joint work with key partners such as the Environment Agency and the Canal & River Trust.

resolve.		
<p>5) That consideration is given as to how the Council should establish a position on the issue of boats as housing and what roles and responsibilities the Council has, alongside those of its partners. Consideration of the following questions may help inform this position:</p> <p>a) Does Cabinet agree with the Scrutiny Committee that boats should be recognised and welcomed for the contribution they currently make to housing provision in the city?</p> <p>b) Council should consider its own roles and responsibilities, alongside those of its partners, with regard boats being used as homes. This should include seeking to understand the Council’s statutory roles, such as those associated with being a housing and planning authority, also the wider legal obligations under, for example, equalities legislation.</p> <p>c) Are there sufficient mooring sites and service infrastructure, and what is the Council’s role and those of other partners in addressing any shortfalls?</p> <p>d) Is the infrastructure at current Council-owned sites sufficient?</p> <p>e) Are there opportunities for the Council to develop approaches to prioritise the allocation of moorings to those most in need?</p>	Agree	<p>It is acknowledged that boats make a valuable contribution to housing supply in the city, providing homes to vibrant communities.</p> <p>However, the growth in the use of boats as homes and the associated issues is a complex area for the council and our partners.</p> <p>We recognise that further work with colleagues across the council, with key partners and of course with those communities living afloat, is now needed.</p> <p>Through this, we will seek to develop clearer policies, identify and address any shortfalls or unmet need, based on evidence and through engaging and involving our communities.</p> <p>We will first discuss with Cabinet colleagues how best to progress this, in line with our wider priorities.</p>
<p>6. As the Council works together with its partners and communities to regenerate and improve the</p>	Agree	<p>Scrutiny Committee’s support for this area of focus is welcomed. Celebrating, protecting and enhancing the</p>

<p>waterways within the City, it should increase the emphasis on the contribution made to local history and culture, ensuring that this heritage is protected and enhanced wherever possible.</p>		<p>heritage of the waterways remains a key objective of the Oxford Waterways Project work and there is a range of activity planned across 2020.</p>
<p>7. That the Council will support the use of the waterways as a health and wellbeing resource, supporting healthy communities. In particular, it will support efforts to explore how the waterways can contribute to social prescribing activity and other health initiatives such as health walks.</p>	<p>Agree</p>	<p>Scrutiny Committee's support for this area of focus is welcomed. Promotion of the waterways as an infrastructure asset which supports active, healthy people is a key aim for the Oxford Waterways Project and there is a range of activity planned across 2020.</p>
<p>8. That Council will work with its partners and communities to deliver and support improvement initiatives on the waterways which contribute to wider efforts to combat the climate and ecological crisis</p>	<p>Agree</p>	<p>Scrutiny Committee's support for this area of focus is welcomed. Good progress has already been made with delivering initiatives that protect and enhance the biodiversity of the waterways, combat pollution and damage. There is a range of activity planned across 2020.</p>
<p>9. That the Council identifies how it intends to increase access and use of the waterways by all in the city, particularly as routes for sustainable alternative transport modes such as cycling and walking, with particular consideration given to the issues at Wolvercote Lock and Hythe Bridge.</p>	<p>Agree</p>	<p>Scrutiny Committee's support for this area of focus is welcomed. We continue to work closely with colleagues in the County Council, with the Canal & River Trust and other partners such as SusTrans, to improve the infrastructure, and to promote and increase use of the waterways as places to walk, run and cycle. This work looks across the whole city and there is a range of activity planned across 2020.</p>

This page is intentionally left blank