

## Appendix 4



### Form to be used for the initial assessment (Equality Impact Assessment)

<p><b>Service Area:</b> Business Improvement</p> <p>207</p>	<p><b>Section:</b> Fit for the Future</p>	<p><b>Key person responsible for the assessment:</b>                  Helen Bishop (Head of Business Improvement and Citizen Experience Delivery Lead)</p> <p>Vicki Galvin (Senior Programme Manager for Citizen Experience)</p>	<p><b>Date of Assessment:</b> May 2023</p>	
<p><b>Is this assessment in the Corporate Equality Impact assessment Timetable?</b></p>			<p>Yes</p>	<p>No</p>
<p><b>Name of the Policy to be assessed:</b></p> <p>Citizen Experience Strategy</p>			<p><b>Is this a new or existing policy</b></p>	<p>New</p>

**1. Briefly describe the aims, objectives and purpose of the policy**

The Citizen Experience Strategy and Operating Model have been developed from user-led conversations with citizens, staff, Unions and Members between August 2022 and February 2023.

The external facing strategy sets out our vision for the future, our principles and our objectives. It is a promise to our customers about the consistent high quality experience they can expect from the Council across all of our communication and access channels.

The vision states we want to be: 'Working with our communities to ensure our citizens are at the heart of service delivery, getting everything they need to enjoy living and working in the city of Oxford.'

The four main principles of the strategy are:

- Citizen focused
- Positive Citizen experience
- Inclusive Access
- Get it right first time

The strategy also lays out that in delivering on our strategy the organisation will apply principles to how we operate, will live up to our promises and standards, will empower our staff, will work as one, will introduce new, innovative technology and will provide a choice of contact channels to our citizens.

The internal facing operating model provides the framework for implementation of our Citizen Experience strategy over the next 3 years. It outlines the building blocks we have and will put in place to deliver on our promise. These include early intervention, our contact channels, enablers such as insight, marketing and culture and a mixed service delivery method.

The model outlines how we will achieve the outcomes defined in the strategy, the different measures of success, how we will use these to improve the citizen experience and where we will source evidence of performance against these.

In developing the outline of a strategy and operating model a representative team of key staff from across the organisation were involved in six workshops that looked at demand management, data and insight, process improvement, digital by design, culture and the key building blocks for a successful strategy and operating model. From this data emerging priorities were developed under the headings of data, design, delivery, measurement, culture, leadership, process and technology as well as the requirements of our core functions. Conversations then took place with

	<p>the wider organisation, citizens, Members and partners so that the strategy is developed based on the needs and experiences of users and the operating model incorporate all services.</p> <p>Both the strategy and operating model align with our corporate objectives and design principles as well as other key Council strategies including the Thriving Communities Strategy, Equalities Strategy and Economic Strategy.</p> <p>It is important that the Citizen Experience strategy is reviewed on an annual basis and refreshed every 3 years.</p>
<p><b>2. Who is intended to benefit from the policy and in what way</b></p> <p>209</p>	<ul style="list-style-type: none"> <li>• All citizens of Oxford which includes residents and businesses*</li> <li>• Our staff</li> <li>• Our Members</li> <li>• Partners</li> <li>• Visitors**</li> </ul> <p>Strengthening support within communities and enhancing the role of prevention, this strategy will improve resident outcomes overall and reduce the call on council services, which can then focus on the most complex needs. The locality model is intrinsic to stimulating this approach.</p> <p>Streamlined channels of contact and consistent ways of working. Technology, systems and processes will be integrated between the customer operations and operational services, to ensure the needs of our customers are met in a seamless way, whilst staff can focus their efforts where they are most needed.</p> <p>*According to the ONS Census 2021 data the population of Oxford is 162,040 which is made up of 15.4% (24,991) Asian, 4.7% (7,535) Black, 5.6% (9,005) Multiple Ethnic groups, 70.7% (114,561) White and 3.7% (5,948) Other Ethnic group. Those aged 65+ years make up for 12% of the population in the city. The English Indices of Deprivation 2019 results show Oxford has one LSOA (Lower Layer Super Output Area) within the 10% most deprived areas nationally (Northfield Brook) and there are 9 areas in total among the 20% most deprived nationally which are located in The Leys, Barton, Littlemore, Rose Hill and Carfax.</p> <p>There are 4,580 registered businesses within the Oxford boundaries that provide approximately 113,900 jobs.</p>

The Oxford Internet Institute (OII) recently conducted a survey of local residents to explore the impact of the digital divide in the city. The results revealed that almost a quarter of Oxford residents lack access to the internet, and this lack of access disproportionately affects those from lower-income households and minority ethnic backgrounds.

\*\*Oxford attracts approximately 7 million day time and staying visitors per year

### 3. What outcomes are wanted from this policy?

Outcomes have been defined under each of the four main principles of the strategy. The current known workstreams to deliver these outcomes and the potential EDI implications for each of these have been set out below.

#### Citizen focused

- Putting our Citizens at the heart of everything we do
- Using insight and feedback, developing a learning culture to continually improve our offer to citizens

The following current/future high level workstreams will help deliver these outcomes:

- Customer Service Excellence accreditation
- Corporate standards, KPIs, service offer and standards
- User centred design methodology and approach
- Continuous improvement of services from data insight (3Cs, FOI, Member enquiries, etc)
- Data protection considerations and awareness
- Business Intelligence Unit - making sure the organisation understands the insight available
- Review and refresh of the Community Involvement Policy
- Relaunch of the Residents Panel

The EDI implications here are

- Ensuring we continue to actively seek citizen feedback from a representative range of people so our insight is up to date, inclusive and in line with our citizen's changing needs.
- Ensuring opportunities to engage in user-centred design and a user-led approach are fully inclusive
- Ensuring our Residents Panel is representative and inclusive.

#### Positive Citizen experience

- Making sure the experience is quicker, easier and better

- Working collaboratively with our communities, designing services to meet our citizen's needs through a variety of contact channels

The following current/future high level workstreams will help deliver these outcomes:

- New digital and technology platforms e.g. Digital Platform and Customer Contact Platform
- Redevelopment and exploitation of new online forms
- Website redesign and content refresh
- Roll out of Revs & Bens Portal

The EDI implications here are

- Ensuring 'no one gets left behind' as new digital and technology platforms are introduced, particularly people with no/limited access to internet/devices, people with no/low digital skills and confidence, people with learning disabilities, people with visual impairments, people with English as a second language.

#### Inclusive Access

- Delivering modern, accessible services that meet the needs of our diverse communities & promote our equalities objectives
- Delivering face-to-face and other assisted support, helping the most vulnerable and complex cases and ensuring no one gets left behind

The following current/future high level workstreams will help deliver these outcomes:

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- Assisted support model for vulnerable and more complex queries
- Maximisation of community group, partner and agency offering (Thriving Community Strategy)
- Digital skills and technology for communities
- Explore introducing a form of Youth Parliament/reviewing our Youth Voice offer

The EDI implications here are

- Ensuring our most vulnerable citizens are aware and can access our assisted support model when needed via the contact channel that suits them
- Ensuring the digital skills for communities offer reaches those who need it most and is accessible
- Ensuring our Youth Parliament/Youth Voice offer is representative and inclusive

#### Get it right first time

- Resolving our citizen's needs holistically at the first point of contact where possible
- Ensuring our systems and processes reduce unnecessary contact for our citizens

The following current/future high level workstreams will help deliver these outcomes:

- Service integration optimised across organisation
- Optimisation of advice sector
- Behavioural insight

- Citizen Experience mindset and culture established
- Digital and technology skills for staff

The EDI implications here are

- Ensuring our Citizen Experience culture develops in line with our Equalities Strategy values and behaviours
- Ensuring the digital skills for staff offer reaches those who need it most and is accessible

Where appropriate these individual high level workstreams will develop their own Equality Impact Assessments so the specific impacts can be thought through, assessed and mitigated as far as possible.

<b>4. What factors/forces could contribute/detract from the outcomes?</b>	<ul style="list-style-type: none"> <li>• Staff engagement, buy-in and commitment to implementing the strategy and operating model</li> <li>• Perceived capacity for implementing and embedding the operating model</li> <li>• Level of cultural change achieved in some areas</li> <li>• Leaders consistently leading by example</li> <li>• Timely implementation of the Digital Strategy</li> </ul>		
<b>5. Who are the main stakeholders in relation to the policy</b>	<ul style="list-style-type: none"> <li>• All Oxford citizens</li> <li>• Our staff – including ODS and OX Place</li> <li>• Our Members</li> <li>• Unions</li> </ul>	<b>7. Who implements the policy and who is responsible for the policy?</b>	Oxford City Council – all services
<b>6. Are there concerns that the policy <i>could</i> have a differential impact on racial groups.</b>	Unclear at this time. This will be determined as we implement. We will complete more detailed EIAs for the individual workstreams as appropriate	N	

<p><b>What existing evidence (either presumed or otherwise) do you have for this?</b></p>	<p>Oxford City Council does not discriminate or restrict access to their services on the grounds of; Age, Disability, Gender, Reassignment, Marriage or Civil Partnership, Pregnancy and Maternity, Race/ethnicity, Religion or Belief, Sex (gender) and Sexual Orientation (Equality Act 2010).</p> <p>The council are committed to equality and diversity and to ensure that services are reflective and responsive to local need.</p>		
<p><b>7. Are there concerns that the policy <i>could</i> have a differential impact due to gender</b></p>	<p>Unclear at this time. This will be determined as we implement. We will complete more detailed EIAs for the individual workstreams as appropriate</p>	<p>N</p>	
<p><b>8. What existing evidence (either presumed or otherwise) do you have for this?</b></p>	<p>Oxford City Council does not discriminate or restrict access to their services on the grounds of; Age, Disability, Gender, Reassignment, Marriage or Civil Partnership, Pregnancy and Maternity, Race/ethnicity, Religion or Belief, Sex (gender) and Sexual Orientation (Equality Act 2010).</p> <p>The council are committed to equality and diversity and to ensure that services are reflective and responsive to local need.</p>		
<p><b>9. Are there concerns that the policy <i>could</i> have a differential impact due to disability?</b></p>	<p>Unclear at this time. This will be determined as we implement. We will complete more detailed EIAs for the individual workstreams as appropriate</p>	<p>N</p>	

<p><b>10. What existing evidence (either presumed or otherwise) do you have for this?</b></p>	<p>Oxford City Council does not discriminate or restrict access to their services on the grounds of; Age, Disability, Gender, Reassignment, Marriage or Civil Partnership, Pregnancy and Maternity, Race/ethnicity, Religion or Belief, Sex (gender) and Sexual Orientation (Equality Act 2010) and is committed to delivering accessible services that meet the needs of our diverse communities &amp; promote our equalities objectives and ensure that services are reflective and responsive to local need.</p> <p>Delivering face-to-face and other assisted support, helping the most vulnerable and complex cases. We will use insight and customer feedback as a way to continually develop our services while incorporating digital by design to our services. We will always offer alternative contact channels to suit our citizens requirements at the time they need to contact us.</p> <p>Our insight already tells us that many citizens would do and/or would like to use online services.</p>		
<p><b>11. Are there concerns that the policy could have a differential impact on people due to sexual orientation?</b></p>	<p>Unclear at this time. This will be determined as we implement. We will complete more detailed EIAs for the individual workstreams as appropriate</p>	<p>N</p>	
<p><b>12. What existing evidence (either presumed or otherwise) do you have for this?</b></p>	<p>Oxford City Council does not discriminate or restrict access to their services on the grounds of; Age, Disability, Gender, Reassignment, Marriage or Civil Partnership, Pregnancy and Maternity, Race/ethnicity, Religion or Belief, Sex (gender) and Sexual Orientation (Equality Act 2010). and is committed to delivering accessible services that meet the needs of our diverse communities &amp; promote our equalities objectives and to ensure that services are reflective and responsive to local need.</p> <p>Delivering face-to-face and other assisted support, helping the most vulnerable and complex cases. We will use insight and customer feedback as a way to continually develop our services while incorporating digital by design to our services. We will always offer alternative contact channels to suit our citizens requirements at the time they need to contact us.</p> <p>Our insight already tells us that many citizens would do and/or would like to use online services.</p>		
<p><b>13. Are there concerns that the policy could have a differential impact on people due to</b></p>	<p>Unclear at this time. This will be determined as we implement. We will complete more detailed EIAs for the individual workstreams as appropriate</p>	<p>N</p>	



their age			
14. What existing evidence (either presumed or otherwise) do you have for this?	<p>Oxford City Council does not discriminate or restrict access to their services on the grounds of; Age, Disability, Gender, Reassignment, Marriage or Civil Partnership, Pregnancy and Maternity, Race/ethnicity, Religion or Belief, Sex (gender) and Sexual Orientation (Equality Act 2010). and is committed to delivering accessible services that meet the needs of our diverse communities &amp; promote our equalities objectives and to ensure that services are reflective and responsive to local need.</p> <p>Delivering face-to-face and other assisted support, helping the most vulnerable and complex cases. We will use insight and customer feedback as a way to continually develop our services while incorporating digital by design to our services. We will always offer alternative contact channels to suit our citizens requirements at the time they need to contact us.</p> <p>Our insight already tells us that many citizens would do and/or would like to use online services.</p>		
15. Are there concerns that the policy could have a differential impact on people due to their religious belief	Unclear at this time. This will be determined as we implement. We will complete more detailed EIAs for the individual workstreams as appropriate	N	
16. What existing evidence (either presumed or otherwise) do you have for this?	<p>Oxford City Council does not discriminate or restrict access to their services on the grounds of; Age, Disability, Gender, Reassignment, Marriage or Civil Partnership, Pregnancy and Maternity, Race/ethnicity, Religion or Belief, Sex (gender) and Sexual Orientation (Equality Act 2010).</p> <p>The council are committed to equality and diversity and to ensure that services are reflective and responsive to local need.</p>		
17. Could the differential impact identified in 8-13 amount to there being the potential for adverse impact in this policy	Y	N	Unclear at this time. This will be determined as we implement. We will complete more detailed EIAs for the individual workstreams as appropriate.

<b>18. Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or any other reason</b>	Y	N	TBC – see above.				
<b>19. Should the policy proceed to a partial impact assessment</b>	Y	N	<b>If Yes, is there enough evidence to proceed to a full EIA</b>	Y	N		
			<b>Date on which Partial or Full impact assessment to be completed by</b>				
<b>20. Are there implications for the Service Plans?</b> 2026	<b>YES</b>		<del>NO</del>	<b>21. Date the Service Plan will be updated</b>	All Service Areas will be expected to include references to this strategy in their emerging Service Plans from 2023 onwards	<b>22. Date copy sent to Equalities Officer in Policy, Performance and Communication</b>	
<b>23. Date reported to Equalities Board:</b>				<b>24. Date to Scrutiny and Cabinet</b>		<b>25. Date published</b>	

Signed (completing officer): \_\_\_ Signed (Lead Officer) \_\_\_