Appendix 2

Policy Officer Group

Name	Team and Service Area	Comment/Query/Suggestion	Response/how we will use this feedback
Lucy Cherry	Corporate Policy and Partnerships | Law, Goverenance, Strategy	Has the EqIA been reviewed and updated for this refreshed version of the strategy?	Yes, there is an over-arching EqIA that has been reviewed and updated to go alongside this strategy.
Lucy Cherry	Corporate Policy and Partnerships | Law, Goverenance, Strategy	Does the EqIA include consideration for the socio-economic duty and factors, others including migrant, refugee or asylum seekers, homeless population, etc?	On advice of the Equalities Steering Group our approach has been to have an overarching EqIA for the strategy which highlights the EDI implications under each strand and then to have EqIAs for each of the individual high level workstreams (where appropriate) so the specific impacts can be thought through, assessed and mitigated as far as possible at that more detailed level.
Lucy Cherry	Corporate Policy and Partnerships | Law, Goverenance, Strategy	Does this refreshed version of the strategy continue to contribute to delivering the core priorities - and subsequent KPIS - which are set out in the Council Strategy, 2024-2028?	The CEX Strategy continues to support delivery of being a Well-Run Council.
Lucy Cherry	Corporate Policy and Partnerships | Law, Goverenance, Strategy	Are the core activities and objectives showing in the Councils annual Business Plan 2025-2026 reflected in this refreshed version of the strategy and the action plan?	There is alignment through Well Run Council actions 4,5 and 6.
Lucy Cherry	Corporate Policy and Partnerships | Law, Goverenance, Strategy	The Citizen and Community Engagement Policy is under review - have any amendments to this Policy been factored into the refreshed CEX strategy and action plan?	Actually the other way round - we reviewed the policy for Sally and made suggestions for closer alignment with the CEX Strategy.
Lucy Cherry	Corporate Policy and Partnerships | Law, Goverenance, Strategy	The Council's consultation toolkit (A guide to effective consultation) shows as last updated in March 2017. Could an action be considered to review and update this toolkit in the next year/ 2 year period?	Will pick this up with Jiajia and see if this is an action we could capture.

Name	Team and Service Area	Comment/Query/Suggestion	Response/how we will use this feedback
Rocco Labellarte	ICT	The language used in the document is somewhat traditional and process-focused, which can make it feel less dynamic. Modern strategies often adopt a more outcome-oriented and citizen-centric tone, using clear, active language that emphasizes direct benefits to users. Consider adopting a more outcomes-focused approach with statements like: "We will leverage advanced technology, including AI, to deliver faster, more personalized, and proactive services to all citizens." "Our approach will ensure that citizens experience seamless, intuitive, and accessible interactions across all channels."	As this is a light refresh of the strategy it would not be appropriate to re-write it at this time, but we will ensure language is considered for the full Strategy review in 2027.
Rocco Labellarte	ICT	While the document mentions using Artificial Intelligence (AI) in the contact centre (call intent analysis), this is a very narrow application of AI. The potential of AI extends far beyond this and can be applied to various areas: Proactive Service Delivery: Predictive analytics could help identify citizens who might need support before they request it (e.g., vulnerable citizens). Personalized Communications: AI could be used to tailor digital content and notifications to individual citizens based on their preferences. Enhanced Accessibility: AI-powered language translation, speech-to-text, and text-to-speech services could ensure that services are accessible to all. Data-Driven Decision-Making: Machine learning could analyze citizen feedback and service usage patterns, identifying areas for improvement. The action plan does mention "continuous improvement" using tools like SharePoint and AI, but this feels like an add-on rather than a core part of the strategy. Suggestion: Broaden the focus on AI beyond the contact centre, embedding it across all service areas. Introduce a dedicated section or a sub-strategy on Digital Transformation and AI, covering: Predictive analytics for citizen support. Personalized user journeys (recommendations, next best actions). Automated language translation for accessibility. Automated sentiment analysis of citizen feedback.	Have added an action to the Action Plan re: development of an AI Strategy which will cover this and as the CEX action plan is a 'live' document, any relevant actions that come from the development of the AI Strategy will then be fed into CEX action plan.
Rocco Labellarte	ICT	The strategy rightly emphasizes digital inclusion, which is excellent. However, the solutions listed are quite basic (community larders, digital skills initiatives). It would benefit from a clearer focus on innovative solutions to bridge the digital divide: Partnerships with technology providers for discounted devices or data plans. Introduction of Digital Ambassadors who can help citizens one-on-one with digital services. Use of AI-powered chatbots for digital skills coaching. Suggestion: Strengthen the digital inclusion section by emphasizing targeted initiatives to reach digitally excluded citizens. Mention the use of AI-driven digital skills coaching and personalized support.	There is work happening through the Locality Plans being developed by the Locality Managers that will support this; any relevant actions can then be added to the CEX Strategy Action Plan.
Rocco Labellarte	ICT	The document emphasizes data collection and insight, but it remains focused on traditional methods (surveys, feedback forms). There is little mention of leveraging advanced data analytics, such as: Real-time service monitoring. Predictive analysis of citizen needs. AI-driven feedback analysis. Suggestion: Expand the data section to include a focus on advanced analytics and AI, with commitments to: Use machine learning to analyze citizen feedback and identify trends. Implement predictive analytics to anticipate service needs. Ensure transparency in data use, maintaining citizen trust.	Actions like these may come out of the AI Strategy action plan and feed into the CEX Action Plan at a later date.
Rocco Labellarte	ICT	The strategy highlights several key projects (website improvements, online payment options), but it seems to focus heavily on traditional improvements rather than more advanced digital services. There is an opportunity to emphasize a "Digital by Default" strategy, where digital becomes the first and best option for most citizens while ensuring inclusive alternatives remain available. Suggestion: Introduce a dedicated section on Digital Service Excellence, highlighting: AI-powered chatbots for 24/7 support. Multi-channel digital interactions (web, app, voice, social). Proactive notifications and updates for citizens. Dynamic web content based on user profiles.	Some of this will come out of the AI Strategy and the Sabio Call Intent Analysis which we can feed into the CEX Action Plan and then strengthen in the full strategy review in 2027. I also think there is still some way to go culturally within the organisation to collectively agree that we are 'digital by default' rather than 'digital by choice', but again something to consider in the full strategy review.
Rocco Labellarte	ICT	The action plan is clear and detailed, but the focus on AI is very limited. It is currently only mentioned for the contact centre. Consider expanding the action plan to include: Exploring AI use cases in other service areas. Implementing AI-powered tools for accessibility (text-to-speech, voice recognition). Testing predictive analytics for citizen support. Suggestion: Add an action item for a Digital Transformation and AI Exploration Programme, with milestones for identifying, piloting, and scaling AI solutions.	As mentioned above; have added an action to the Action Plan re: development of an AI Strategy to cover this initially.

Website Working Group

Name	Team and Service Area	Comment/Query/Suggestion	Response/how we will use this feedback
Chris Lee	Digital Team / ICT	Ensure document is compliant with accessibility regulations, or plan for the content to be created as a web page rather than a document. Current issues include missing alternative text on images, information in infographics which is image only and therefore not machine-readable, incorrect heading structure, insufficiant colour contrast (dark blue text on light blue background), incorrectly marked-up table (re-format to avoid merged or split cells), other minor issues around spacing and wrapping text. See https://oxfordcitycouncil.sharepoint.com/sites/CorporateStrategyIntranetSubsite/SitePages/How-to-create-accessible-PDFs-and-Word-documents-for-the-website.aspx?web=1 for more information	When we get to the stage of publishing the strategy we will definitely seek to create it into a webpage rather than a document and make any other required formatting changes to ensure it is compliant.

Change Agents

Name	Team and Service Area	Comment/Query/Suggestion	Response/how we will use this feedback
David Oldham	Env. Sustainability	With the satisfaction data Face to Face 98%, Calls 84% and Website 56%, if Citizen Focus includes customer satisfaction, it would seem we need to have less website use and more phonecalls. This is very contrary to the increased use of AI and moving people to using websites, unless dramatically improved. I appreciate face to face are very expensive but clearly people prefer talking to you. Maybe a reference to costs is needed to limit expectations.	For info and wider context (if of interest) - ultimately there are no plans to remove our face-to-face or telephone services which I hope was clear in the document, but we are working hard to better manage our contact channels so that those who really need to access our services face-to-face or via telephone can do with little delay, and those who can use our digital channels are encouraged and supported to do so. We have seen a significant increase in digital usage, but at the same time a slight increase in face-to-face contact as well. Many of the people that visit us at the Westgate Library are repeat customers and so a piece of work is planned in Customer Services to better understand the why behind that. When benchmarked with other local authorities, a 56% satisfaction rate for our website is actually a very good score and so we are moving in the right direction with the website development programme.
Lee Barnard	Landlord Services	I, and I'm sure many others, struggle with the way that we (the Council) have chosen to use our own definition of "citizen", so if we intend to continue to do so, this paragraph from page 6 (or a rehash of it) should appear very early on in the document: *In this strategy, "Citizens" are those who live, work in and visit the City Council. The outcomes and actions in this strategy also cover our relationships with businesses, communities and partners.* I think it incorrectly says "the City Council" here.	Citizen' rather than 'Customer' was chosen for the strategy 2023-25. This was initially at the request of Councillor Chapman who prefers 'citizen' as 'customer' denotes a sense of choice which is of course not always the case. We included this in our consultation with staff, partners and citizens at the time and there were no strong preferences either way and so we went with 'citizen' but made it clear we would continue to monitor any reaction to this. We have received no negative feedback on citizen and so at this stage we have no plans to change it but will consult on this again when we fully review the strategy in 2027. I have moved what we mean by citizen to the introduction section of this strategy and have changed the 'City Council' to 'Oxford City Council.'
Lee Barnard	Landlord Services	For me, the Current Context section doesn't have a clear narrative and is generally awkward to digest. It jumps from percentages to numbers throughout, without really being clear about the points we are making about the population and the direction of travel. Perhaps the statistics could be pulled out into a table and the sources referenced so they appear later. I.e., talk about the key demographics we've identified and their direction of travel without using statistics, then provide some statistics in a visual format, and provide the sources where they can easily be accessed by anyone interested.	I have re-formatted this section, breaking the text into headed sections and moving the sources to the end of the section.
Lee Barnard	Landlord Services	The main strategy just sort of subtly appears under a heading of "Our vision remains simple" and it was almost surprising to find myself reading what I think most people will be coming into this document to find. I think it could do with something that shouts a bit more to say, "This is the bit you're here for – what we're going to do".	I have added a new heading ('Our Citizen Experience Strategy') to make this clearer.
Maura Cordell	Planning	This is quite a busy looking document, simplify pages, add bullet points ensure that all images / diagrams are relevant and explained. Add some large text on pages or quotes to bring some key messages out.	The plan is to publish the strategy as a webpage rather than a separate document, this will ensure we can meet accessibility standards but will also improve the readability. This will pick up your suggestions of ensuring images/diagrams are explained, making some text bigger/pop and use of bullet points.
Sally Hicks	Business Intelligence	I recently attended a talk from Age UK at the LGA Digital Inclusion Network. As we know older people are one of the groups most likely to not use the internet and/or have low digital skills. Age UK's own research shows how older people can struggle and often feel 'offline and overlooked'. Age UK are currently advocating for older people to have a legal right to be able to access all public services offline. Given all that and the fact that we have an ageing population, it feels like the document needs to put more emphasise on supporting older people and detailing that we recognise the importance of this in the offline services we provide - not just channels for offline contact with the council, but also for feedback/satisfaction and finding information about the council offline. I have slide deck from Age UK that I can share if that would be useful detailing their findings.	I have also re-worded in places so that we are referencing feedback/satisfaction channels and not just contact channels in this context. Yes please, if you could share these slides with myself, but also the Locality Managers as they are also drafting up their Locality Plans atm and so this may be useful for them too. As you know the CEX Action Plan is a 'live' document so we can add any further actions required around this to the plan as needed.

Tenant Ambassadors

Comment/Query/Suggestion	Name (Optional)	Response/how we will use this feedback
Help families with low income through early support - How are we doing this?	Ana	Key avenues at the moment include: - our Customer Service Officers regularly attending Community Larders across the city to respond to queries and signpost to support (there are also plans being developed to expand this beyond the Larders), - a new vulnerable person's line is available when calling the Contact Centre for those that need it, - the Council is utilising a new Low-Income-Families-Tracker to identify families not accessing support they are entitled to and helping them to access this, - our Locality Manager's work within the community to connect people to support.
Automate simple tasks to save time - What tasks have we identified to do this, how are they going to improve citizen experience?	Ana	This is happening in various and numerous ways but examples would include: - an automated email response to a citizen to confirm their information/application has been received and to advise them of next steps, - an automated action in the back-office process that takes information from one place and enters it into another place for processing/action Both of these examples reduce the manual intervention required from our officers, speed up the process for both the citizen and staff and reduce errors. We have an existing programme of process reviews which is informed by various things; including complaints data, and we have a website development programme. Both of these highlight processes that would benefit from review, but staff can also request support to review any of their processes at any time.
Support people to get better at using digital tools - I'd love to help with this.	Ana	Fantastic! I would suggest we put Ana in touch with our Locality Managers so they can connect her with some of the local initiatives that are supporting our citizens and communities to improve their digital skills.
Use technology like AI to improve services - What areas are we lacking in service where AI could help? We know there are a lot of misconceptions and hesitation around AI usage, within my own age group as well, so what are we doing to put citizens at ease and educate them about our AI usage?	Ana	This we are still exploring - we have recently developed an AI Policy and toolkit to ensure we are utilising AI safely, transparently (it references making it clear when AI has been used) and ethically. We are about to develop an AI strategy to help us lay out what we are going to implement, why, when and how. This will support delivery of the CEX Strategy and will include how we are communicating our use of AI with our citizens. At the moment the AI in use is mainly utilising Microsoft Co-Pilot. We have some call analysis in the contact centre planned for June which will provide us with further recommendations as to how AI can support the citizen experience there. This will all be in line with our AI Policy and these actions will feed into our CEX action plan. As mentioned in the CEX strategy - there are no plans to remove face-to-face or telephone services and so those will remain for anyone that cannot access our digital options.

Community Champions

Comment/Query/Suggestion	Name (Optional)	Response/how we will use this feedback
Champions appreciated the effort to simplify the strategy but still found some of the language too technical or unclear.		We will ensure a concise, clear summary of the strategy that uses plain English is included when the strategy is published on the Oxford City Council website this summer. We will also re-consider the language across the whole strategy when it is reviewed fully in 2027.
There was strong support for the focus on translation services and using simple tools to aid access.		Great to hear!
The lack of promotion of available translation services was noted; champions recommended using short, simple explanatory videos to raise awareness.		We will share this suggestion with the Communications Team who will be leading on this action.
Agreed that improving website usability is important but emphasised that not everyone can access or navigate it easily.		Absolutely, ensuring we are making accessing our digital services as easy as possible and supporting people to do so is very important. There are a number of ongoing actions in place with local initiatives to signpost and support our more vulnerable citizens to access digital skills training and technology. And ultimately our face-to-face and telephone services will remain in place for those that need them.
Found online services overly complicated, with too many steps; they suggested creating a simple mobile app for easier access on the go.	Adil	We have a programme of work already underway and ongoing to simplify our processes and utilise automation where possible and appropriate to make accessing our services quicker and easier. Our website and webforms should be mobile-accessible so there are no plans for a mobile app at this time, but again we will share this feedback with the Communications Team for consideration.
Navigating waste and bin services online can be challenging, often resulting in the need to call the council.	Adil	These webpages are actually currently being reviewed as part of the website development plan and so changes and improvements should be seen soon! ☺
Champions found the idea of automating simple tasks helpful, but warned against removing the human touch for those who need personal support.		Absolutely; there are no plans to remove our face-to-face or telephone support services, but to better manage our contact channels so that those who need to access our services via telephone or face-to-face can do so with little delay and those that can utilise our digital channels are encouraged and supported to do so. We are utilising automation and AI to improve the efficiency of our service delivery, rather than replacing staff.
Champions appreciated being asked for their input and expressed a desire for more inclusive and accessible engagement methods in the future.		We will pass this feedback on to our Consultation Officer and will ensure this is taken on board for the full review of the Citizen Experience strategy in 2027.
There was a call for wider and ongoing upskilling of City Council staff regarding the full range of services offered, to prevent knowledge gaps that also affect citizen understanding. For example annual, corporate-wide training or quiz for staff on service responsibilities.	Fatou	We will share this feedback with our People Team for consideration for our staff training programme and our annual staff briefing event.
Felt disconnected from both the City and County Councils, with perceived little council presence or engagement. We do not see the Council visibility within community larders beyond community centre based larders.	Ridwan	There is actually a plan being developed to broaden the Customer Service outreach to other community facilities as well as Community Larders.
There is misunderstanding of the responsibilities of City and County Council. Recommended a collaborative approach between City and County Council to clearly communicate who is responsible for what - possibly through a physical resource sent to households, like a simplified bin guide like ('what goes into which bins') included with Council Tax letters.	Nikki	We will share this feedback with our Communications Team for consideration with County colleagues.
It was noted that not all residents respond well to online communication; there is a need to strengthen face-to-face engagement across the city.		There is a plan in place to broaden the Customer Service outreach to other community facilities as well as Community Larders which will help with this. Our Citizen and Community Engagement Policy is currently being reviewed and so we will also pass this feedback to our Consultation Officer for consideration in there too.
Emphasised the importance of reimbursing/renumerating/acknowledging/compensating community members for their time and contributions to co-production efforts for equality. Highted that some residents face multiple disadvantages and on no/low income and cannot afford to volunteer time that is needed in co-production work.	Ridwan	We will pass this feedback on to our Consultation Officer and will ensure this is taken on board for the full review of the Citizen Experience strategy in 2027.
Suggested gathering broader feedback from residents, not just champions, to understand public trust levels and perceptions of the councils.	Adil	Absolutely - as this time is a refresh rather than a full review of the strategy a lighter touch consultation approach was taken, hence bringing it just to the Community Champions. Citizen engagement will be broader when the strategy is fully reviewed in 2027.
Stressed that engagement should not be a one-off event; there needs to be an ongoing dialogue with communities over time.	Nicole	Agreed. This happens across the Council through a variety of means such as the Residents Panel, our Comments, Compliments and Complaints system, our Customer Satisfaction processes and various face-to-face communication through the Westgate Library, Community Larders and various community events. Our Citizen and Community Engagement Policy is currently being reviewed and so we will pass this feedback to our Consultation Officer for consideration in there too.
There was a concern that too many printed materials can lead to information overload; champions advised more thoughtful, targeted communication approaches.		Agreed. We are actually seeking to reduce the number of printed materials produced to not only support with this, but to also help the environment and reduce unnecessary costs. This strategy will be added as a webpage to the website once it has been approved and then targeted communications will be planned to raise awareness of the refreshed strategy and its action plan.