

Customer Contact Strategy

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1.0 Introduction – why are we writing this document – the internal factors

- 1.1 Oxford City Council has an aspiration to be a world-class city for everyone, delivering world-class customer service.
- 1.2 'Customers First' is part of the Council's transformation programme, focused on putting customers needs at the forefront of its work, improving customer service and joining up

its work across all service areas. The Customer Contact Strategy sets out where we are now, where we want to be in 2012 and what the key milestones are in our journey.

- 1.3 An interim strategy was agreed in February 2009. Since then our ideas, the possibilities and potential have been developed. This has brought a different focus to the future delivery of face-to-face services and the Councils' contact centres.
- 1.4 In developing this strategy we have pulled together a strong picture of who our communities are, and what they need from the City Council in order to make our services quick and easily accessible. This has then been offset against the backdrop of other external drivers that will help to drive up service performance to deliver right first time and value for money services.
- 1.5 This strategy identifies where we are now with reference to our current performance, sets targets for future performance, and gives details of the milestones that will indicate the achievement of our aspirations.

2.0 Oxford City in context – the external factors

- 2.1 Customer service in every local authority is being encouraged by central government via the transformation agenda to deliver better access to local services. Comprehensive area assessments will be recognising local authorities who work well with partners to deliver better local outcomes to the community. Whilst citizen's views and perspectives are being measured through a Place Survey, and reductions in avoidable customer contact is being measured through a new national indicator.
- 2.2 There are numerous local authorities that are already transforming the way they interact with their communities. In Worcestershire for example, there is a network of contact centres which are also able to operate as one, providing a full and consistent service for its citizens at both a county and district level. Face-to-face services are being delivered in one-stop shops for the complete portfolio of council services in many London Boroughs such as Lambeth and Brent and in our neighbouring Vale of White Horse District Council. Macfarlane Telesystems (Oxford City Council's contact centre software provider) assists nearly 80 UK local authorities in providing a citizen-centric approach to customer service, whilst remaining conscious of value for money practices. Their latest success has been working with Daventry District Council to expand the portfolio of their contact centre to gradually include all council services and the operation of the existing switchboard.
- 2.3 Environmentally there is a strong commitment locally and globally to embrace the challenges of climate change and reduce the carbon footprint of the council and encourage its residents to do the same.
- 2.4 The demographic of Oxford's population also dictates the nature of the customer service that is needed. Parts of our resident population are highly transient. The high population turnover in the city is largely attributable to the universities – particularly students, but also visiting academics. There is also turnover due to short-term economic migration. The high turnover in the resident population makes Oxford a challenging place in which to deliver services. The 2001 Census showed that 25% of the population had moved home in the last year, compared to an England average of 12%. According to Ipsos MORI, Oxford is the most challenging district local authority in England in which to achieve high customer satisfaction rates.
- 2.5 Oxford's population in 2007 was estimated to be 151,000, and is deemed to be one of the fastest growing local authority areas in England. Because of the very large university student population, Oxford's population is very young - 37% of the population is aged

between 15 and 29 years (compared to a UK average of 19%). Although the UK is experiencing an ageing population, Oxford's population is expected to get younger in the future, with most population growth coming from the working age population.

- 2.6 Oxford is a relatively diverse population in terms of people's ethnicity. In 2006, 16.6% of the population were from black or minority ethnic backgrounds, compared to an England average of 11.3%. This is partly a result of the large number of people born outside the UK - in 2001, one in five Oxford residents had been born outside the UK – twice the national average. The largest non-white ethnic groups represented are Indian, Pakistani and Chinese. The diversity of the population varies considerably by age. 21% of people aged under 16 years are from black and minority ethnic groups, compared to 5% of people of pensionable age. As a result, the population is expected to get more ethnically diverse in the future.
- 2.7 The only information on languages spoken in Oxford comes from the schools census. This shows that 22% of children speak a language other than English as their first language. South Asian languages – Punjabi, Urdu and Bengali – account for 9% of first languages, with the other most common languages being Portuguese, Arabic, Chinese, Albanian and Polish.
- 2.8 The Index of Multiple Deprivation 2007 ranks Oxford 155th out of 354, placing it in the top half most deprived local authority areas in England. Of 85 areas in Oxford, ten are among the 20% most deprived areas in England. These areas are in the Leys, Barton, Littlemore and Rose Hill areas of the city, and experience multiple levels of deprivation - low skills, low incomes and high levels of crime. The greater proportion of the population has more NVQ levels 3, 4 or other qualifications compared to the national average, whilst half of all adults have no qualifications at all. Life expectancy has a difference of 10 years between the best and worst wards in Oxford.
- 2.9 In Oxford there are more rented than owner occupied properties, a reflection of the fact that house prices are higher than the national average. Not surprisingly, the number of households in need and homelessness is over twice the national average.
- 2.10 Unemployment rates for Oxford City are presently at 5.2%, compared to an average for Great Britain of 5.7%. The large universities and hospitals mean that Oxford has a larger than average number of jobs in the service sector – most notably, 40% of all employee jobs are in the public administration, education or health sectors. The second largest employment sector is financial and business services, accounting for 24% of jobs. Manufacturing accounts for 9% of jobs, half of which are at the BMW car plant. Retail employment accounts for around one-tenth of jobs in Oxford. There has been steady growth in the number of businesses registered in Oxford over the past decade, from 2,600 in 1995 to 3,500 in 2007.
- 2.11 In 2009, 70% of all UK households had internet access. This has grown from 57% of households in 2006. The majority of household connections to the internet are broadband connections. In 2009, 63% of households had broadband connections, up from 40% in 2006. Use of the internet is greater amongst young people. As Oxford has a very young population due to the large number of university students, we can expect that internet usage in Oxford is higher than the national average. Education is also an important determinant of whether people have internet access at home. Almost all adults (93%) who had a degree-level qualification are estimated to have internet access at home – compared to 56% of people with no formal qualifications. Oxford has a higher than average proportion of the population with degree-level qualifications, and a lower than average proportion of the population with no qualifications. This is another reason why we can expect internet usage in Oxford to be higher than the national average. However

in the deprived areas of the city very high proportions of the population have no qualifications, so in these areas there may be lower than average rates of internet usage.

3.0 Where are we now?

3.1 At present, customer contact functions across the Council are delivered in a multitude of different ways and across a wide variety of access channels, with no standardised measures of the quality of the contact and little consistent assessment of how we meet our customers' needs. This situation has occurred organically, because each service has traditionally considered front office functions as an 'add-on' to back office processes, without necessarily fully integrating them into those processes.

3.2 Current Projects

3.3 The implementation of Customer Relationship Management (CRM) software is well under way. This will enable us to increase our knowledge of individual customers, increase productivity of processes associated with customer contact and simultaneously improve service levels and consequently customer satisfaction. Oxford City Homes was phase 1 and went live in June 2009, City Works has been added to this hub and went live in September 2009, with Customer Services going live in January 2010. Future phases to include Customer Comments and Complaints, Environmental Development, City Development and Community Housing are scheduled to follow from Spring 2010 until early 2012.

3.4 As part of the CRM project, we are reviewing how we can provide more services electronically, e.g. online application forms, billing, benefits notifications and direct access to personal account data.

3.5 The implementation of a new customer payments system is also in progress. A preferred supplier has been agreed, and work should be complete by November 2009. This will provide an opportunity for efficiencies through streamlining our payment processes across the organisation, making better use of technology, and maximising income collection through improved and consistent application of debit and credit cards across all of our payment channels, most notably the web and telephone.

3.6 A review of our property is currently underway, with the objective of making more effective use of our office space coupled with modern ways of working. The aspirations for face-to-face customers will need to both influence and fit within that solution.

3.7 National Indicator 14 measures success in reducing avoidable contact, that is contact that is either of low or no value to the customer. Oxford City has identified over 30% of its enquiries where avoidable contact has been made.

3.8 In line with the Equality Framework for Local Government (EFLG), we are at the "Achieving Level" and we have an aspiration to be an "Excellent" Council by 2011. We acknowledge that to progress through the Equality Framework, we will need to have a consistent approach to our customer contact to ensure that we provide a more inclusive approach to customer service.

3.9 Face-to Face Contact

Service	Visits per annum
St. Aldates Chambers	35,000
Templars Square	13,500
Ramsey House	8,000
Oxford City Homes	5,500

Blue Boar offices	1,000 estimate
Town Hall reception	40,000 estimate

3.10 Each location offers service specific functions, none providing access to the complete range of council services. There are some community based housing surgeries that operate in the areas where Oxford City Council have Housing Stock. These surgeries concentrate on tenancy related matters and are subject to reviews that take into account value for money, number of people attending and actual outcomes.

3.11 Telephone Contact

3.12 We currently have three main telephone contact centres, which separately provide services as follows:

Contact Centre	Location	Volumes 2008/09	Abandonment Rate 2008/09	Abandonment Rate * 2009/10
Customer Services	St Aldates	101,805	23.9%	21.7% April '09 to 2.8% August '09
Oxford City Homes	Horspath	159,909	3.8%	4.8% ** April '09
Elderly Services – alarm calls received (based on 14,000/month)	Barton	168,000	not applicable	not applicable

* Abandonment rate is the percentage of incoming telephone callers who ring off before their call is answered.

** As expected, Oxford City Homes abandonment rates, normally at upper quartile performance have been affected by the introduction of CRM. Planned training and the inevitable “learning curve” has resulted in a short term dip in performance. Similar short term performance impacts should be expected as CRM is implemented in other service areas.

3.13 Telephone access to all other services is either via a main switchboard number or via direct dial numbers notified on individual correspondence with customers. Approximately 490,000 inbound calls are routed either by the switchboard or are customers direct dialling extensions. Such an approach relies on staff being available to answer their telephone, and the risk is not giving a consistently reliable service.

3.14 An out-of-hours telephone service is currently provided by the alarm control centre in Elderly Services due to the needs of their service needs for 24 hour access. They refer emergency calls to the relevant out-of-hours duty officers or advise non-urgent callers of the contact details and available times of services. In addition, Oxford City Homes Duty Officers receive calls out of hours, directed via the Horspath Road Contact Centre, in respect of emergency housing issues (primarily repairs).

3.15 Trials in Oxford City Homes and in Customer Services showed there was very little demand for telephone contact after 6 p.m. This also proved to be the case with demand for Customer Services on Saturday mornings.

3.16 Online Contact

3.17 In the financial year 2007/08 there was an average of 95,706 website sessions per month. The most popular sites and usage for 2007/08 were:

FAQs	189,236
AtoZ	159,997
Payments	151,757
News	133,594
Council Meetings	109,480
Councilors	88,298
Park and Ride	66,492
Ferry Sports Centre	63,008
Oxford Ice Rink	62,586
Planning Applications Search	62,119
Jobs	37,820

The detail of the usage patterns of our website is part of a project already under way underpinning this strategy to ascertain which information is most frequently used, and this will be developed further to improve the transactional capacity of the Council's online presence.

3.18 E-mail Contact

3.19 Currently we have a general email address for any type of enquiry which is dealt with by customer services staff. They will respond if they have service area knowledge or forward to relevant service for action if not.

3.20 Most services also have service specific email addresses, which are processed within teams. Individual email addresses are also used but this can lead to inefficient service when that individual is not available. There are no standard performance targets across the Council for dealing with email enquiries and these will be agreed as part of a project forming part of this strategy, to include consideration of the benefits of providing only a limited number of externally-facing email addresses for the Council.

3.21 Postal Contact

3.22 All service areas receive written correspondence and have their own administrative procedures for dealing with this. There are no standard performance targets across the Council for dealing with written correspondence.

4.0 What do our customers think and what do they want?

4.1 Our customers contact us for a variety of reasons:

- Asking for information
- Asking for advice
- Making a payment
- Requesting a Council service
- Using facilities e.g. sports and leisure centres
- Reporting a service issue
- Making a complaint
- Responding to community engagement exercise

4.2 The last customer satisfaction rating took place in 2006, when 50% of respondents indicated that they were satisfied with the way the Council runs things. The results from the 2009 Place Survey are currently being collated, but indicate a relative increase. Overall customer satisfaction with local authorities has dropped from 52% in 2006 to around 45% at the beginning of the year, a drop of 7%. Oxford City's score has dropped by just 2% from 50% in 2006 to 48% in our latest survey, showing a relative improvement. MORI has indicated that generally better customer satisfaction levels are attributed to authorities where their key services are highly visible and the authority communicates well with its citizens.

- 4.3 The Talkback Citizens Panel is a group of residents broadly representative of the City of Oxford. There are currently over 900 panel members. The Spring 2009 survey was sent to panel members in March 2009. There was over a 50% response rate and the following views on customer services and the Oxford City website were received:

Customer Services

- 75% of respondents had contacted us in the last 2 years.
- The top three reasons for this contact were to report a problem, get advice or information, or request a service.
- 34% of queries were about waste and recycling, far more than any other subject.
- 71% used the telephone to contact us.
- 65% rated the telephone as their preferred method of contacting us, whilst 28% preferred email.
- 68% of all queries were resolved with one call. This accords with NI 14 where there is over 30% of calls that represent avoidable contact.
- 79% found the staff friendly and courteous.
- 71% were satisfied with the length of time it took to speak to or see an advisor.
- 75% were satisfied overall with the customer service they received.
- 55% of respondents would prefer separate telephone numbers for separate services.
- 65% of respondents felt there was no need for additional service outlets in City Council buildings.

Website

- 61% of respondents had used the website in the past year.
- The majority were satisfied with most elements of the website, although 31% were dissatisfied by the ease of navigation around the site.
- 66% of website users have not used the online payment options.
- Most respondents who hadn't used the website preferred to use another method of contact or didn't have a connection to the internet.
- The ability to do more things online, or search for information about their house or specific locality were the top rated suggested improvements to the website.

- 4.4 The Customer First face-to-face sub group commissioned a survey of the Council's face-to-face users at existing outlets. The objective was to identify and explore the options for providing face-to-face enquiry services, with particular regard to sites for future provision, opening hours and breadth of service. The results were as follows:

- 78% said if they could access all Council services in one location this would be of benefit.
- A preference for a face-to-face location was split almost evenly between the city centre and Cowley.
- 88% said visiting the office was their preferred method for making an enquiry.
- If unable to resolve an enquiry face-to-face 29% said the telephone would be their next preference, followed by 16% who would use the Council's website, 13% would attend a local surgery, 11% would contact us by e-mail, 9% would contact by post and 5% would like to use a self service PC in a customer contact centre.
- 96% said the current opening hours met their needs.
- The customers who responded to the survey have been represented on maps of the City Council to show where they live. These maps may be found at Appendix A. Overlaying the two maps shows that the lowest density of face-to-face customers centre around the city centre, north of the city centre around Woodstock and Banbury Roads and to the east of the city centre around the Cowley Road. According to the Office for National Statistics these are areas where university students tend to live. Conversely, the highest

densities of face-to-face customers lie around the south east and north east areas of the City Council's area. The Index of Multiple Deprivation 2007 shows that 10 of 85 areas in Oxford are among the 20% most deprived areas in England. These areas coincide with the higher density areas of the Leys, Barton, Littlemore and Rose Hill. This demonstrates a need for face-to-face contact that can be satisfied by a city centre presence and one that captures customers in the south and eastern areas of Oxford City. This need is further satisfied by the five advice centres that are part funded by the City Council that are also situated in this same area. These advice centres are: Oxford Citizens Advice Bureau; Rosehill and Donnington Advice Centre; Barton Advice Centre; Oxfordshire Chinese Community and Advice Centre; and Agnes Smith Advice centre. There is limited preference for face-to-face customer service for residents in the north of the city.

5.0 Aims, Principles and Targets

5.1 The key aims of the strategy are:

- **CLICK:** Increasing access over the web.
- **CALL:** Reducing waiting times for our phone services.
- **COME IN:** Improving the ways we manage our face-to-face interactions with customers.
- **CUSTOMER FEEDBACK:** Listening and responding to our customers.
- **RIGHT FIRST TIME:** Dealing with customer queries at the first point of contact, measured through NI14.

5.2 The strategy works according to three key principles:

- Customer-focussed services
- Quick and easy to access services
- Cost effective services

5.3 The modernisation of Customer Services is a corporate aim which will set corporate standards and objectives to be recognised and achieved at all customer contact points, wherever they sit within the Council's structures. The programme will therefore encompass all services and access channels to ensure that the three key principles are adhered to and, where appropriate and feasible, multiple requests for services are dealt with at one point of contact.

5.4 Rather than focusing on our needs as a supplier of public services, the Council will focus its provision on what the customer needs and expects, by joining up our operations across service areas.

5.5 The key targets in delivering this strategy are:

- Improve our website to make it more 'transactional', increasing the number of transactions carried out online by 5% (1,650) by March 2010 and 10% (3,500) by March 2011.
- Answer 80% of telephone calls directed to our contact points within 20 seconds by March 2011. (NB this is a commonly accepted call answering metric).
- Increase the number of customers that can reach us first time on the Council's main service lines to 90% by March 2010.
- Reduce avoidable contact by 10% by March 2010.
- Improve first contact resolution ('do it right first time') performance to over 50% by March 2012, moving to 70% in four years.
- Increase customer satisfaction by 10% by March 2012.
- Realise at least 10% efficiency improvements via business process improvement, by bringing areas of customer contact together, and taking advantage of economies of scale.

6.0 Where do we want to be in 2012?

6.1 In summary, by 2012 the Customer Contact Vision for Oxford City Council will be:

- A consistent, reliable, high quality level of customer service whatever the access channel, every time underpinned by corporate service standards
- Easy access to services at a convenient time, using the method customers prefer including the web, calling the council, or coming into council outlets
- A service which can solve most customers' problems there and then, at the first point of contact, and which can track enquiries through to completion
- All services available via customer advisers, enabled by customer relationship management (CRM) processes and technology. This will enable us to deal with customers more efficiently because they will have a single customer record, no matter how many services they have used.
- A modern, flexible structure with better skilled staff. Staff will be trained and have the systems, processes and equipment available to enable their work to provide better value, and in so doing the Council will have achieved Investors in People accreditation.
- Customer services that work in partnership for our customers with complementary organisations.

6.2 Face-to-face Contact

6.3 We will continue to provide two one-stop shops, one within the City Centre and one outside the City Centre (to cater for customers in the south and eastern areas of the city). They will deliver the full range of council services, and working with partners we will provide access to relevant complementary services at a more local level.

6.4 The service will deliver the same opening hours as now, that is from 9:00 am to 5:00 pm Monday to Thursday, and 9:00 am to 4:30 pm on a Friday. This will be subject to regular review focusing on customer needs.

6.5 These one-stop shops will also provide public access to computers to enable people to access our online services.

6.6 In order to deliver these requirements a physical refurbishment programme will be needed.

6.7 It should be noted that visiting officers for Housing and Council Tax Benefit services, together with community based housing surgeries will complement the one-stop shop services particularly for the vulnerable members of the community.

6.8 Customer contact at Cowley Marsh will be minimised apart from issues such as taxi maintenance. At Horspath the services currently run through the Tenants' Resource Centre will not diminish, such as the provision of declaration packs and the signing of tenancy agreements.

6.9 Telephone Contact

6.10 By February 2010 we will have one free phone telephone number. The intention being to enable free calls to the contact centre, including from mobile telephones, assuming a cost effective contract permits. There will ultimately be two contact centre locations – Horspath and another new location to be decided. There will be first point of contact resolution which can spread across all City Council services for those high volume technical/administration type calls as the CRM project unfolds. Staff will be generic and trained to deliver the whole range of services, using a single customer record as the CRM project unfolds.

6.11 The Horspath location will focus on tenancy services, street scene and waste. The second location will start with Revenues and Benefits, incorporate the switchboard and subsequent phases of CRM. However, both locations will become equipped to cover the whole range of services to provide resilience. An evaluation of the feasibility of creating a single corporate contact centre will be made in 18 months time.

6.12 Online and E-mail Contact

6.13 As much information about services will be accessible online to all customers to provide more efficient and cost effective services. The Council website is currently being developed to make it more 'transactional', and this is the subject of a dedicated project plan. This means that customers will be able to contact the Council and request more information or services.

6.14 Access to the internet will be made available at our one stop shops. The website has been designed to include a number of accessibility features. These features will allow users with disabilities, including those who are blind or partially sighted, to access the information and services they need.

6.15 Postal Contact

6.16 Some people will prefer or need to contact the Council by post. We will develop our processes to make this method of contact more effective.

6.17 We will use modern technology wherever possible to make this more efficient and cost effective. For example, correspondence relating to Housing Benefit and Council Tax is currently reproduced and stored electronically. Where appropriate, such procedures will be extended across more service areas to improve the efficiency of the service.

6.18 We will introduce one central address for all non-tenancy related correspondence.

6.19 Our staff

6.20 Appropriately trained staff will deal with a range of service or information requests from across the portfolio of council services.

6.21 A customer care training programme (including the offering of NVQs in customer service and other professional qualifications) will be put in place to ensure staff are equipped to deal with a range of customer demands, and so demonstrate our commitment to customer care by providing a courteous and effective service.

6.22 Customers will access a wide range of Council services and facilities within their local neighbourhoods in our parks, car parks and from our street wardens for example. These staff will be included in our customer contact training programme.

6.23 Listening to our customers

6.24 If we are to improve customer satisfaction, it is important that we provide services that our customers want delivered in a way that they are able to use. This will involve a rolling programme of review across all our services and changing aspects of our services to reflect changing customer demands.

6.25 To help us provide a good quality service we will ask customers regularly about the service they have received, through Customer Contact Surveys. This information will be used to make sure that we continue to provide a consistently excellent level of service and to help us to look for new ways to improve our service delivery.

6.26 Feedback, including complaints, will be monitored and responded to in a timely and consistent manner.

6.27 Delivering a quality service

6.28 For each way that customers use to contact the Council, we will work with customers to set standards and guidelines for the level of customer care they will receive.

6.29 These service standards form part of our commitment to our customers and will be reported by all services and monitored corporately to ensure that they are met. They will form the basis of staff training.

6.30 We will strive to achieve the Government Standard for Customer Service Excellence. This standard aims to develop public services that are efficient, effective, excellent, empowering and equitable. The standard works on three levels: driving continuous improvement in the organisation; developing skills in the workforce and as an independent validation of achievement.

6.31 Our partners

6.32 We will work with our partners to ensure we are delivering complementary services to our customers across all access channels (removing duplication), offering opportunities to work in our one-stop shops and exploring opportunities to work in the community.

6.33 For our partners who provide advice and receive a grant from the Council, we will ensure that service provision is complementary to our services through our service level agreements, and at the next grant review.

6.34 Cost effective services

6.35 The ethos of this strategy will provide value for money services in the following ways:

- Lowering transaction costs by making it easy for customers to contact us online, by telephone and email rather than making face to face visits;
- Identifying service efficiencies by cutting out duplication and improving first contact resolution performance;
- Undertaking a programme of Business Process Improvement (BPI);
- Improving payment methods by ensuring we have robust technology to allow us to accept electronic payments;
- Managing resources effectively;
- Centralising the handling of all telephone enquiries for Council services via two contact centres in line with the implementation of CRM;
- Re-organising face-to-face enquiry points in the city centre into a principal one-stop shop to reduce accommodation costs, and enabling the handling of enquiries for all Council services in line with the implementation of CRM.

7.0 Links to other initiatives

7.1 It should be noted that this strategy is linked to the following projects and initiatives:

- Implementation of customer relationship management software.
- Implementation of transactional website.
- Implementation of new payments software.
- A corporate review of property and modern working practices.

8.0 Key milestones

Milestone	Date
Review comments and complaints procedure	Q4 2009/10
Switchboard function handled by central contact centre	Q4 2009/10
One telephone number used by both contact centres	Q4 2009/10
Occupation of new contact centre location for central contact centre	Q4 2009/10
Resolution of out of hours calls at first point of contact	Q1 2010/11
Resolve first point of contact enquiries for Environmental Development face-to-face and by phone	Q1 2010/11
Introduce corporate service standards for all customer services	Q2 2010/11
Introduce service standards for all service areas	Q2 2010/11
Introduce a customer care training programme	Q2 2010/11
Introduce regular customer contact surveys	Q2 2010/11
One central address for correspondence	Q2 2010/11
Achieve Cabinet Office Customer Service Excellence Standard	Q3 2010/11
Resolve first point of contact enquiries for City Development face-to-face and by phone	Q4 2010/11
Decision on the feasibility of a single contact centre	Q4 2010/11
Revise service level agreements for our partner organisations	Q4 2010/11
Resolve first point of contact enquiries for Community Housing face-to-face and by phone	Q4 2011/12
Refurbishment of two one-stop shops	TBC

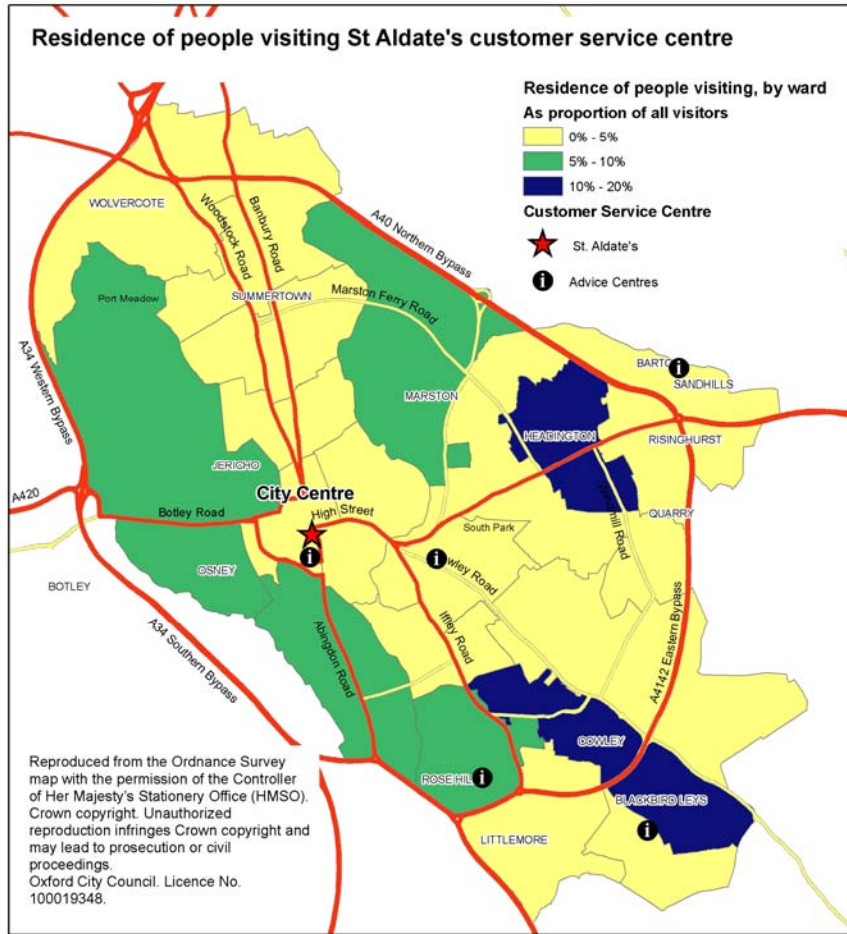
Appendix A

Residence of Customers Presently Attending Face-to-face Services

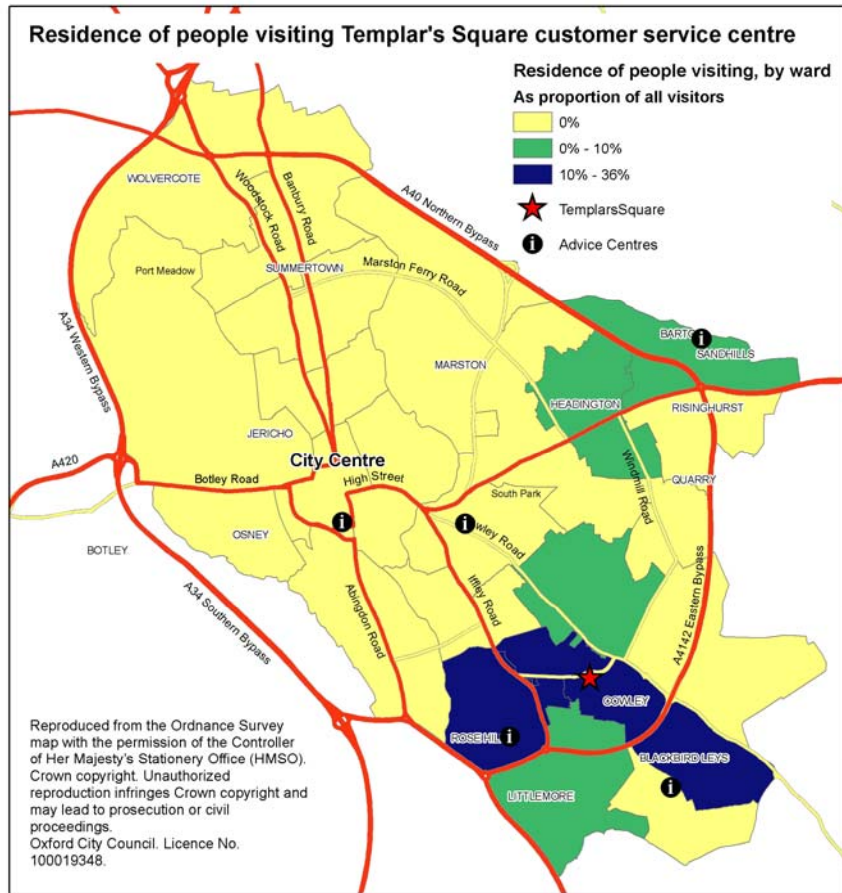
The maps below show the ward where people attending face-to-face customer service centres live in the city, using the results of the 2009 customer survey. They also highlight the locations of the five advice centres that are part funded by the City Council. These advice centres are: Oxford Citizens Advice Bureau; Rosehill and Donnington Advice Centre; Barton Advice Centre; Oxfordshire Chinese Community and Advice Centre; and Agnes Smith Advice centre.

In respect of St. Aldate's, 87 customers completed exit interviews at St. Aldate's customer service centre. Customers came from 16 different wards, and seven wards accounted for three-quarters of all customers – Cowley, Blackbird Leys, Headington, Marston, Hinksey Park, Jericho

& Osney and Rose Hill & Iffley. As can be seen on the map below, the distribution of visiting customers is quite wide across the city



At Templar's Square 55 customers completed exit interviews. These customers came from just seven of the 24 wards in Oxford, and two-thirds came from just two wards – Blackbird Leys and Cowley. As can be seen from the map, other than people coming from Headington and Barton & Sandhills, customers tended to live nearby Templars Square.



At Ramsay House 18 customers completed exit interviews. Although the number of interviews is too small to draw firm conclusions, a third were residents of Cowley ward.