



A Case Study

Carol Cutler – Director of Business
Transformation and Customer Services

- One stop service - where appropriate
- Focus on resolution at the first point of contact
- Complete visibility of the end to end process
- Make self service available for as many services as possible
- Reduce costs
- Understand our customers and respond to their needs
- **Increase customer satisfaction**

- **We have a One Stop Shop and Contact Centre dealing with:**
 - Revenues and Benefits
 - Parking and Environmental services
 - Housing repairs
 - Education
 - Planning and Building Control
- **Still working on**
 - Children's services
 - Adults services
 - Remainder of Housing
 - All the bits that escaped first time around!!
- We currently answer 90% of calls in 30 seconds with a 3% abandoned rate. Average waiting time in our OSS is 12 minutes
- Our data shows 80% resolution at first point of contact – customer survey says 64%

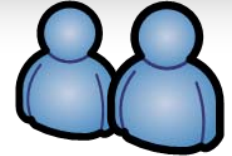
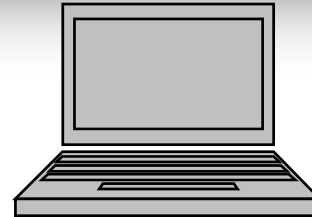
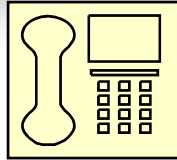
- One Stop Shop exit surveys consistently show 95% satisfaction
- Last year's survey of telephone callers showed 79% rate us fair or better on speed to answer and 86% on professionalism
- We've updated CRM to deal with NI14, but were already collecting good data on this and using it to target resources in the front and back offices
- In the middle of a major programme of automation and integration including a corporate document and content management system
- Web site redesigned to focus on transactions, increased number of web forms and developed "My Harrow" functionality
- Running campaigns to encourage channel migration

A recent customer survey on the performance of our contact centre shows:

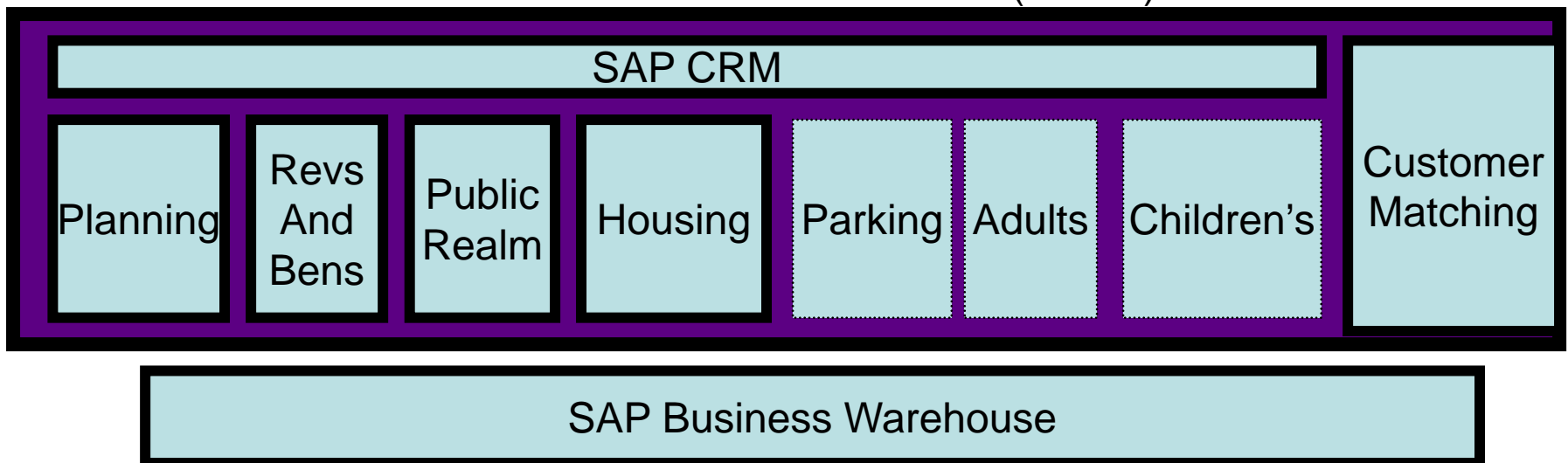
- Where resolved –
 - Speed Rating 76% Good/Excellent
 - Professionalism 83% Good/Excellent
- Where unresolved –
 - Speed Rating 36% Good/Excellent
 - Professionalism 43% Good/Excellent
- **Resolution is key**

- Resolution
- Visibility
- Efficiency

Strategy – Technical Principles



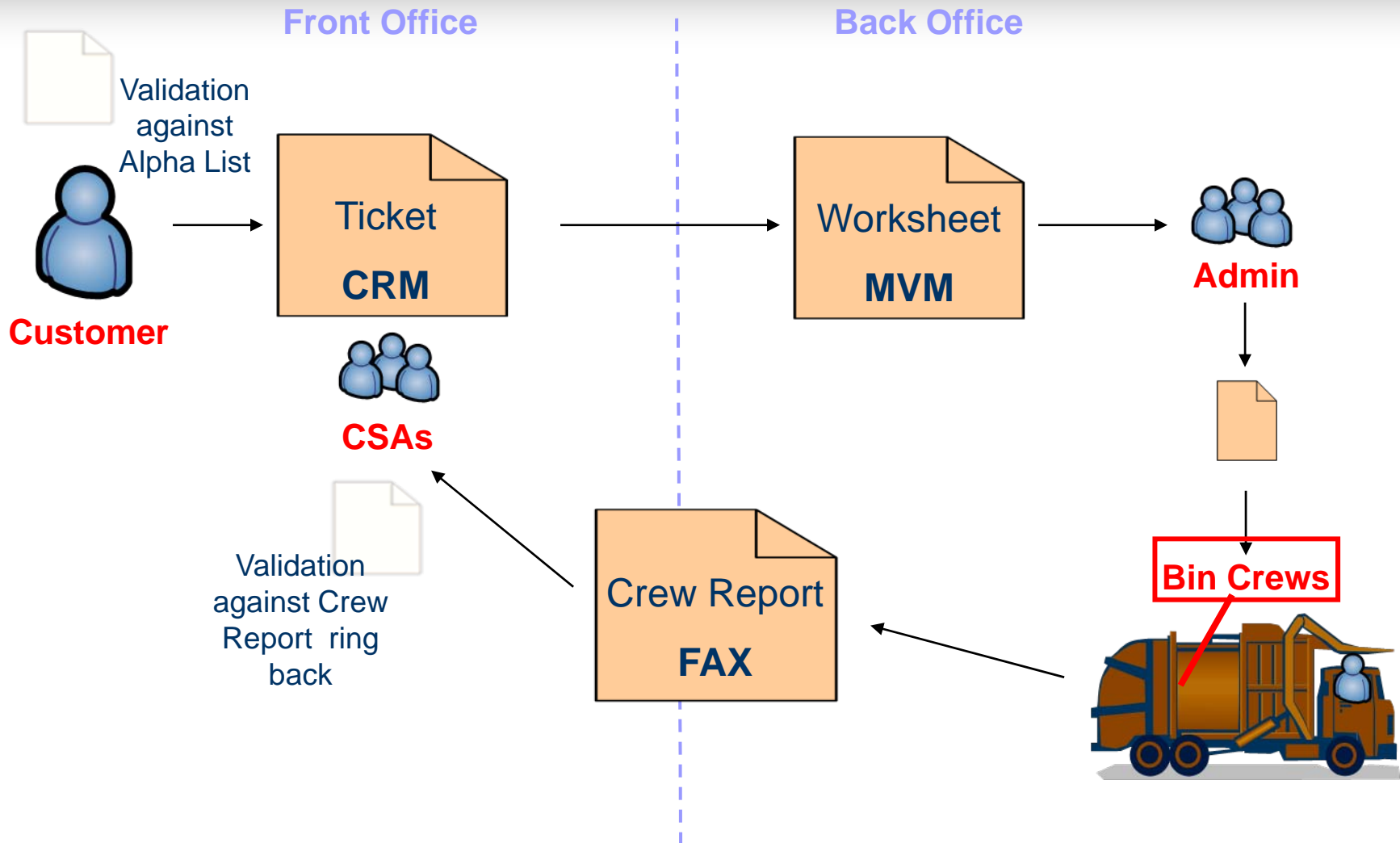
Customer Care Platform Harrow (CCPH)



- All contact information, from all channels, goes into the SAP CRM system and creates a record
- ERDMS used to create work items linked to CRM ticket
- Information from all systems goes into Business Warehouse to create end to end visibility of contact and accessible MI
- Multiple entry of data to be eliminated
- Standard entry processes to be enforced
- Automated processing of web forms where possible

So what does this mean in real life.....

Current Bin Query Process



Current Bin Query Process

COLLECTION REPORT SHEET

CREW

R1N

DATE

21-2-08

(INDICATE R=REFUSE, OW=ORGANIC, T=TRADE, GB= FOR GREEN BOX)

Pinwheel plant pots Recycles

57044

29

62

21.02.08

Use Abbreviations:

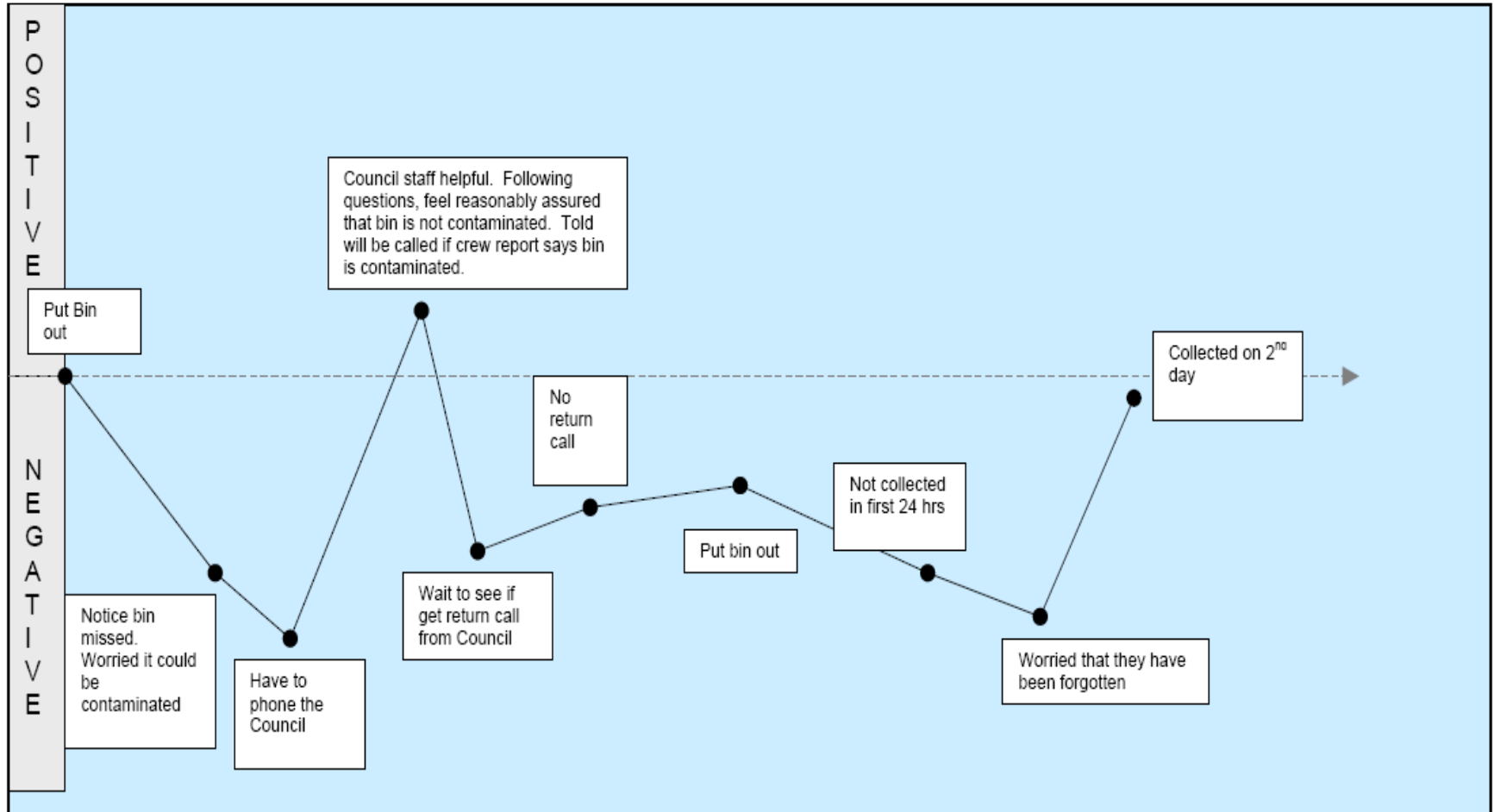
NA = no access, NA Car - car blocking access, OL = bin overloaded, NC = bin not at curtilage XS = excess L&H, HEAVY = bin too heavy (see

OAKLEY LANE —	VILLAROSA NC, MELODIES NC, TURNPIGGEON'S NC,	OAKHEAD —	5NC,
ROYSTON PARK RD —	69NC, 72NC, 68NC, 55NC, 45NC, 31NC, 29NC, OAKLANDS NC, 25NC, 20NC, 2NC, 7A NC (3, 5NC)	HAZELCROFT —	1NC, 6NC, 7NC,
WHITE CRAIG CLOSE —	4NC, 8NC, 5NC,	ROYNOLDS AVE —	64NC, 61NC, (71, 74, 75NC) 93NC 101NC,
OAKLEIGH —	THE CONIGERS NC, 20NC,	HIGH BANKS RD —	(1+ OR 3 NC) 9NC, 21NC,
ROYSTON GROVE —	HIGH HEDGES NC, LITTLE OAKWOOD NC, (H° TO THE LEFT OF 8M TREE NC)	SEVOCIA PARK —	19NC, 9NC,
CLONARD WAY —	26NC (16, 16NC) (10, 8NC)	PINWINDALE —	17NC, 6NC,
THORNTON GROVE —	2NC, 3NC, 5NC, 3A NC, 1NC,	OAKLEY LANE SLIP RD —	(79) 87NC, 67NC, 63NC,
THE AVENUE —	57NC, 42NC, 40NC, 39NC (37, 37A NC)	TILBURY CLOSE —	60R 5NC, 3NC, 1NC,
	36A NC (THIRTY BEE ?? NC) 8NC,	BRIDGE RD I —	(452-454 NC)
BRASIDE CLOSE —	5B+C NC,	SEVOCIA CLOSE —	(NEW HOUSE AT THE END BUILDS RUBBLE)
CEDAR DRIVE —	22NC, 14NC, 15NC, 43NC, 61NC,	NIGENTS PARK —	REYNOLDS NC, VITRAGE VILLAGE NC,
		WELLINGTON RD —	22NC (74, 76, 78 NC) (66 OR 68 NC) (57, 59 NC) 62NC

Drivers Signature

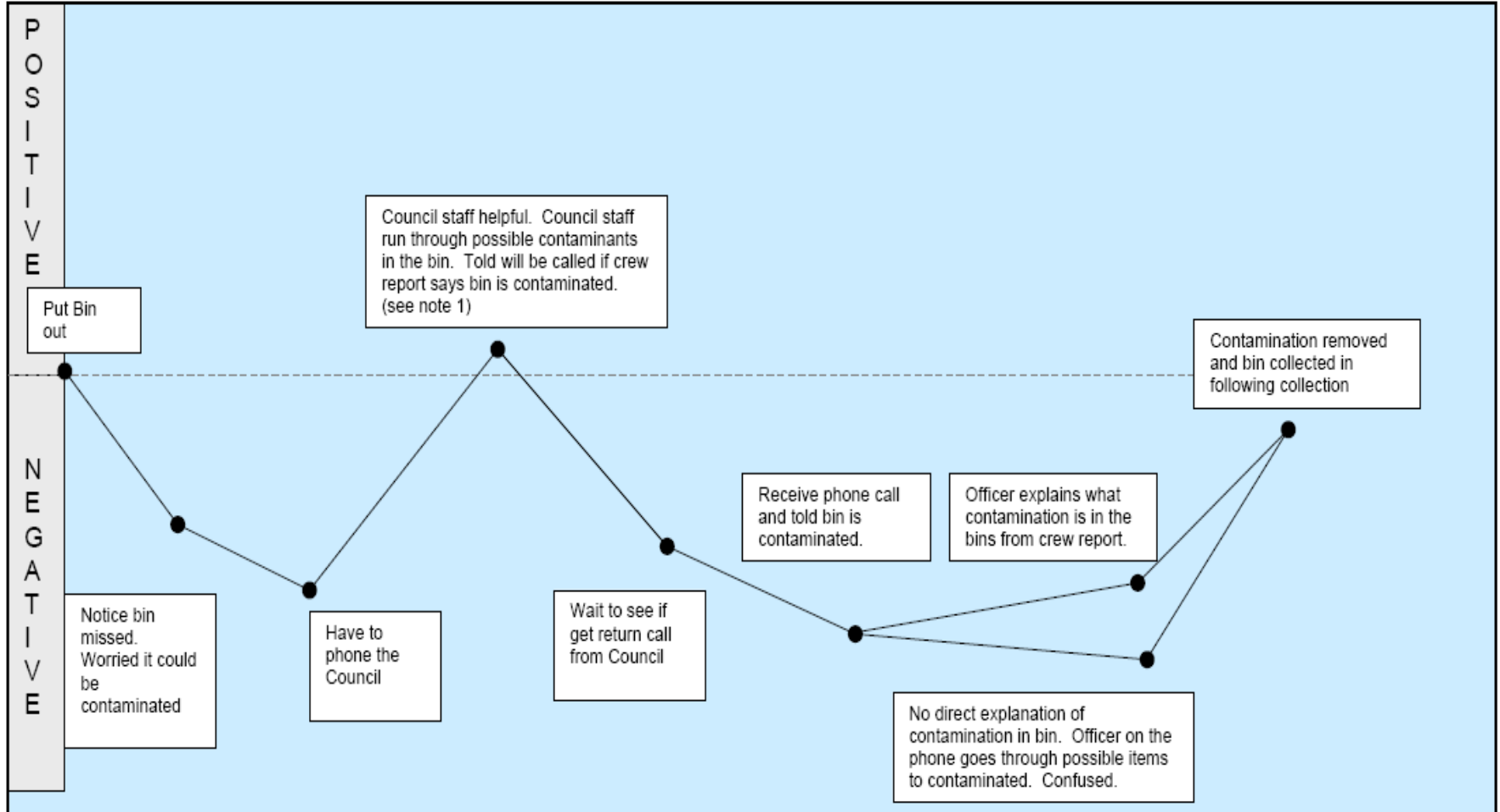
Customer Journey Map

Missed Bin



Customer Journey Map

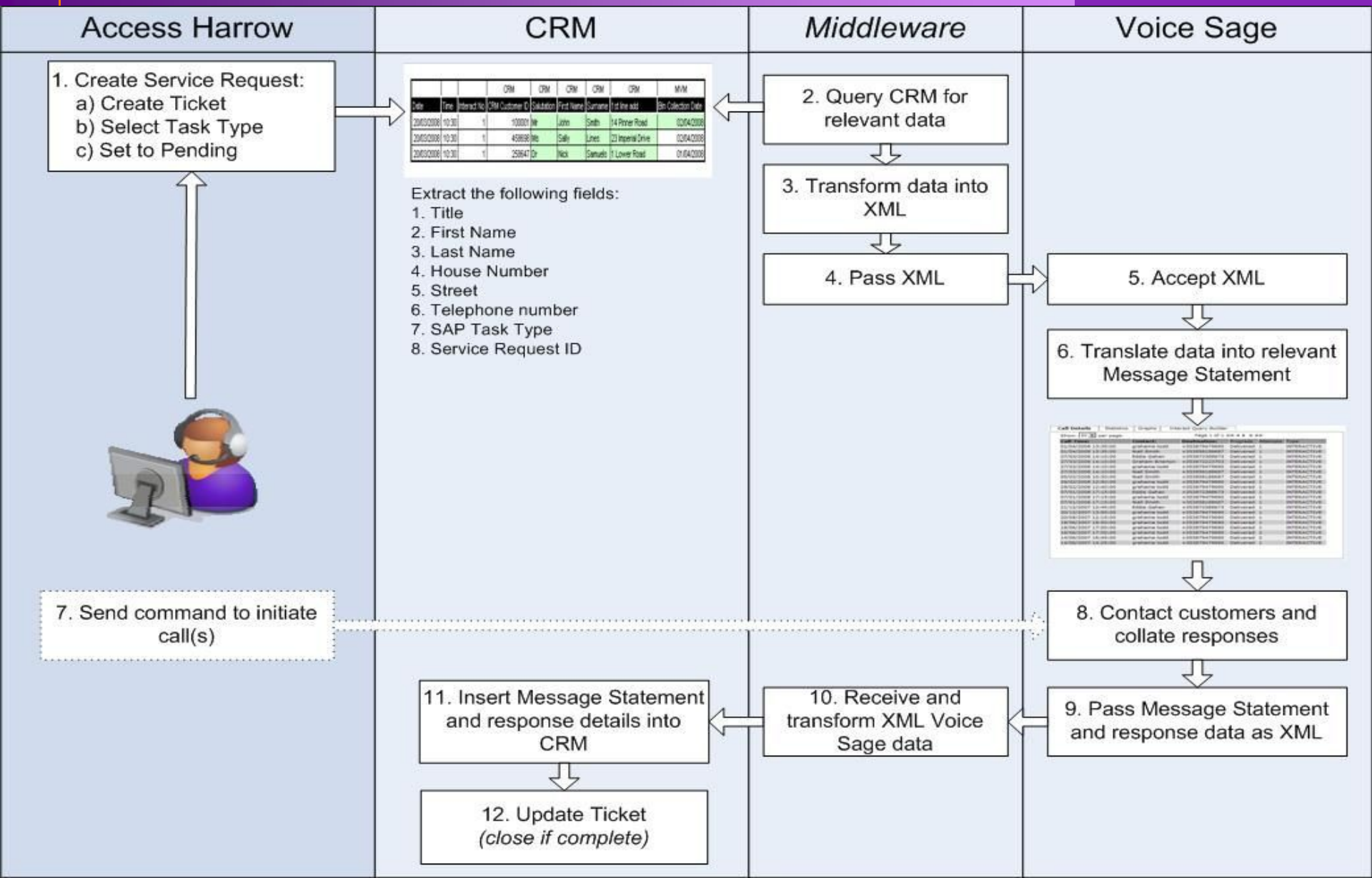
Contaminated Bins



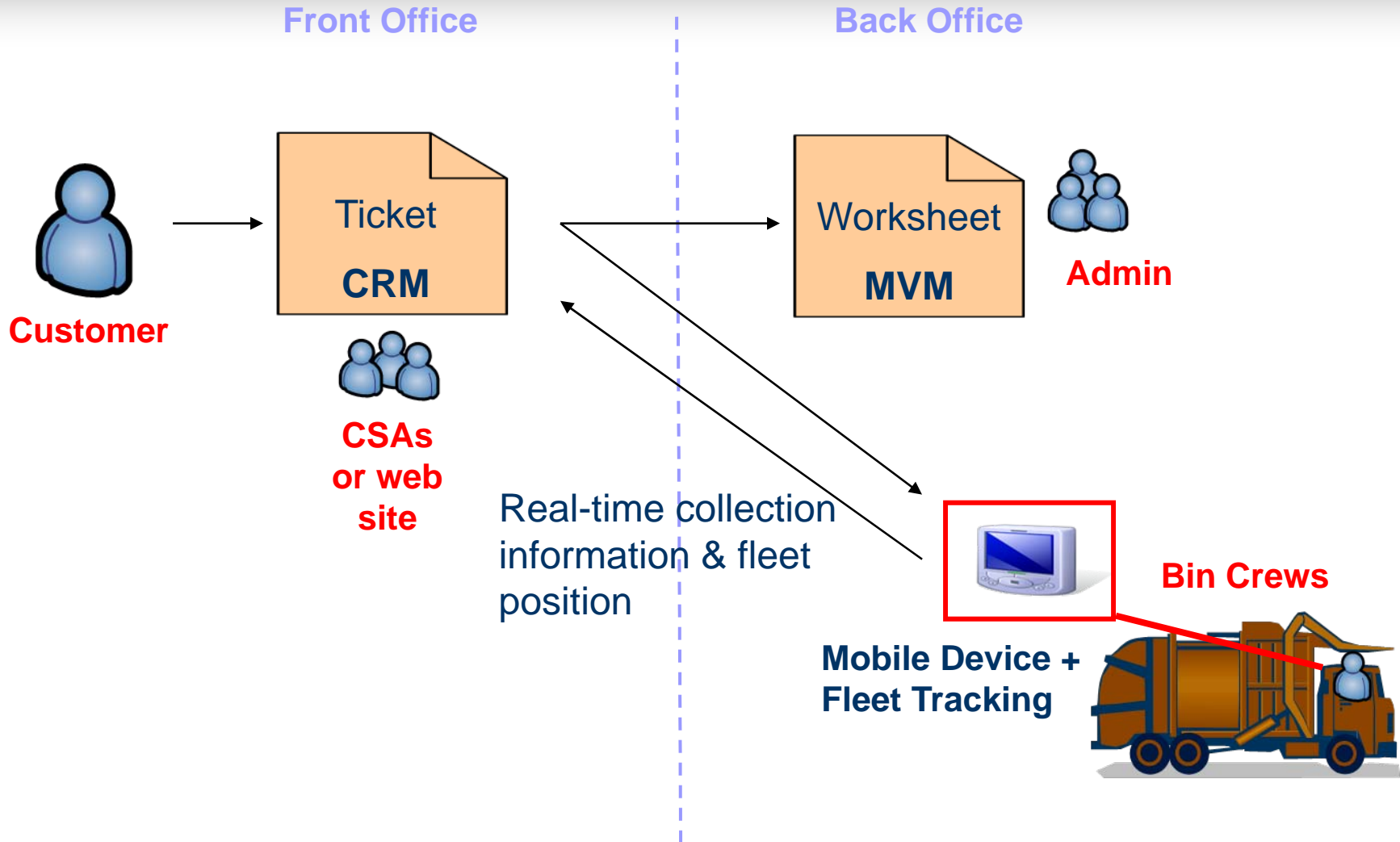
- The theme running through both process maps is that the customer experience would be much improved if we could provide more information at the first point of contact the customer has with the Council
- Information at this point would remove the steps in the process which causes the greatest levels of dissatisfaction for the customer
- When calling back on a contaminated bin, customers were more satisfied when the type of contamination was explained to them, when available. This information was inconsistently collected in crew reports
- But.....using agents to undertake call backs is expensive.

- The solution:-
 - Automated outbound calls
 - Interacts with customer
 - Provides instant results on feed back
 - Completes process with no need for agent intervention
 - Integrated with CRM using CCPH

Resolution – Automated Call Backs



New Bin Query Process

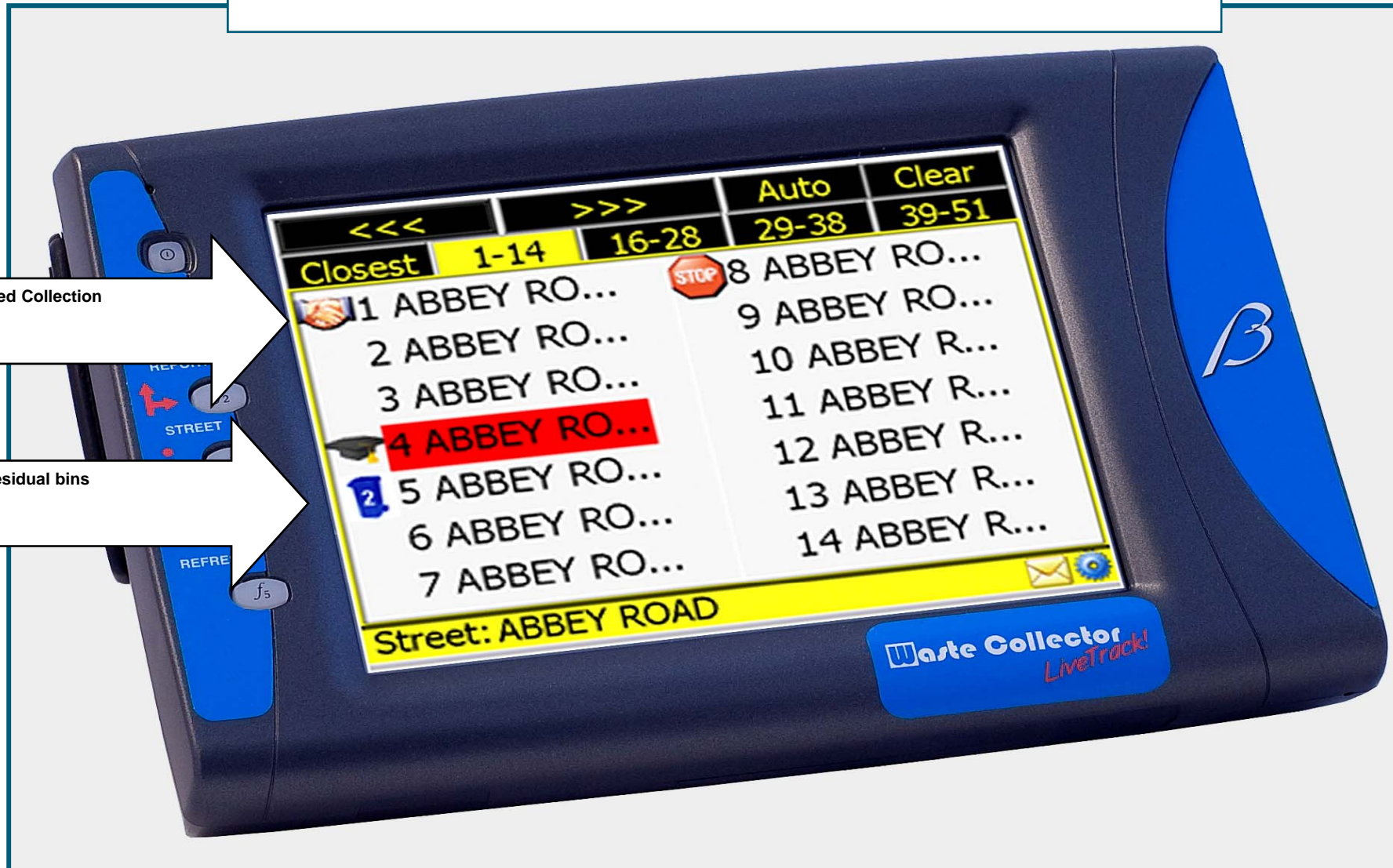


New Bin Query Process

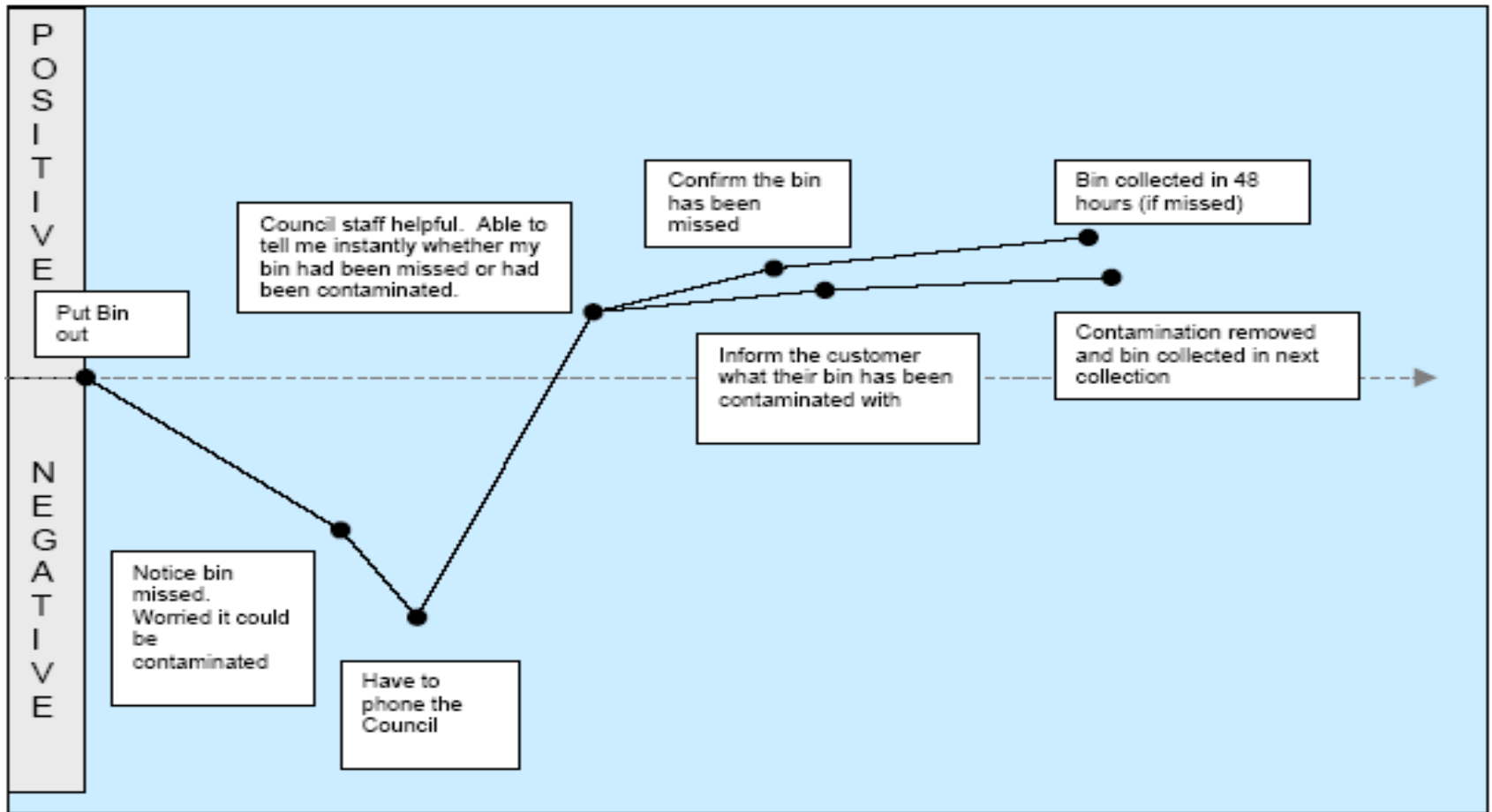


New Bin Query Process

Automatic Notifications via the In-Cab Device



New Customer Journey Map

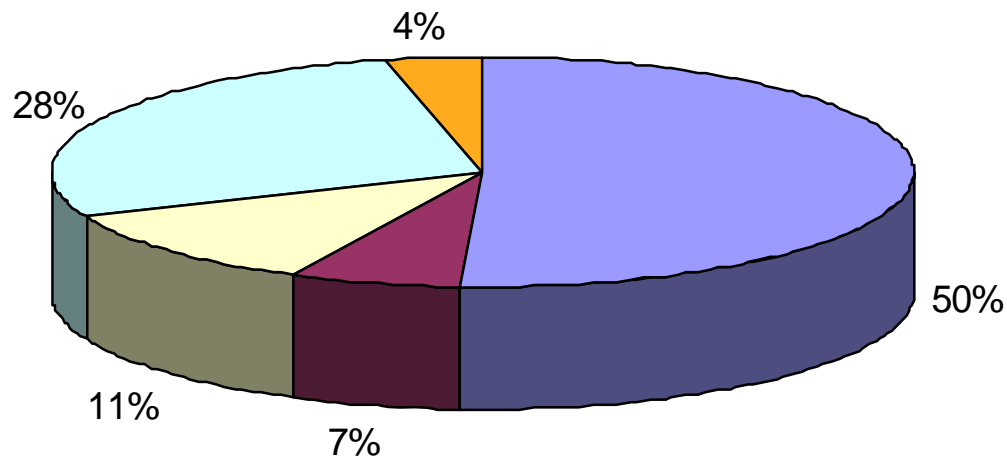


First Point of Contact Resolution Model

– Revenues and Benefits

- Single log in
- One search across multiple systems
- CSA's have access to
 - Line of business systems (LOB)
 - all correspondence via corporate EDRMS
 - Payment system
 - Bailiff system
- No duplicate keying, CRM notes replicated in LOB systems
- 95% of all calls are now resolved in the front office
- Complete visibility of end to end process
 - We can monitor the 5% that cannot be dealt with in the front office
 - CRM ticket flows through EDRMS. Closing a work item in EDRMS closes the CRM ticket

Avoidable Contact – Housing Repairs



Value Work

Failure Work

Improve customer communications

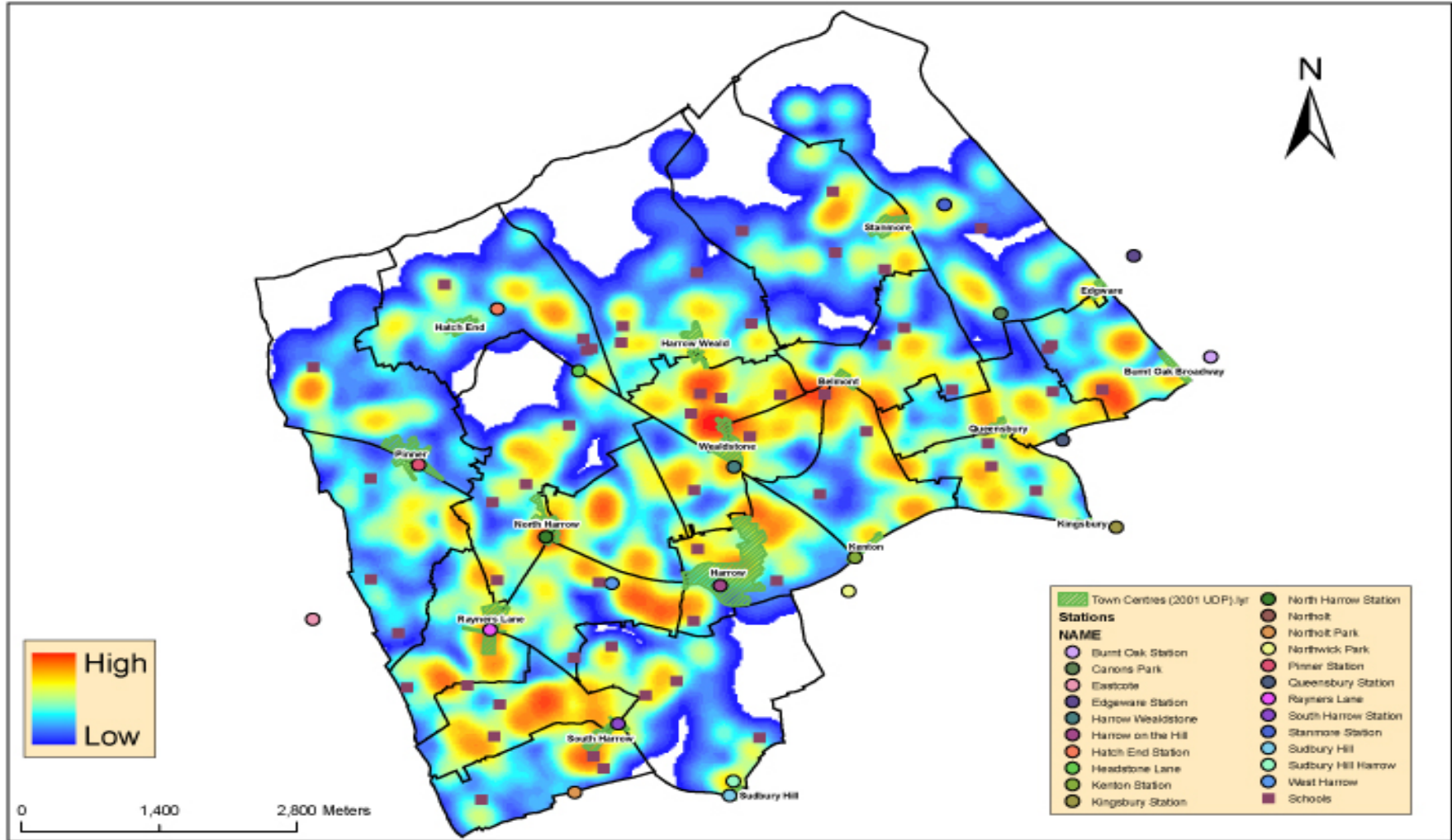
Customer expectations to be managed

Housing - Non Repairs

Complaints – Street Cleansing

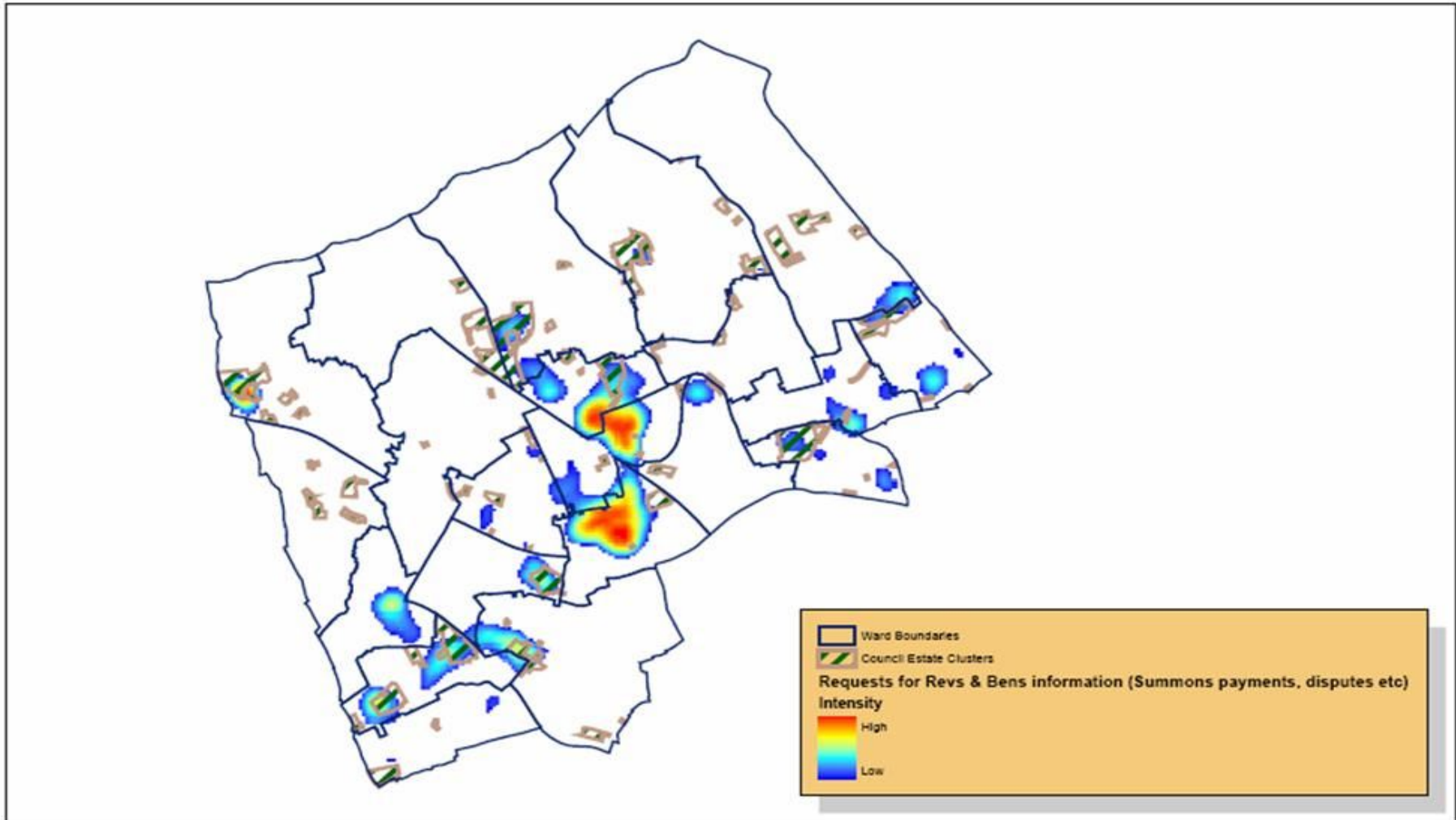
London Borough of Harrow Request for street cleansing 'Hotspots', Q1 2008

This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the controller of Her Majesty's Stationary Office. Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to prosecutions or civil proceedings. London Borough of Harrow LA, 100019206, 2007.



Council Tax – Payment Problems

London Borough of Harrow Access Harrow - Requests for 'Revenues & Benefit' services (April 2008 to June 2008)











This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the controller of Her Majesty's Stationery Office. Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to prosecutions or civil proceedings. London Borough of Harrow LA 100015000, 2007.

0 1,000 2,000 Metres



- Modelled using 'Mosaic' plus Harrow data from:
 - Council Tax, including MOP, CTB, SPD & arrears
 - Housing benefits
 - Parking permit holders
 - MVM environmental services data
 - Electoral registration data
 - CRM data
- Adults and children's data being overlaid in-house
- Using 'Origins' database to provide information on ethnicity
- Mapping Mori data on satisfaction
- Mapping council buildings against services used

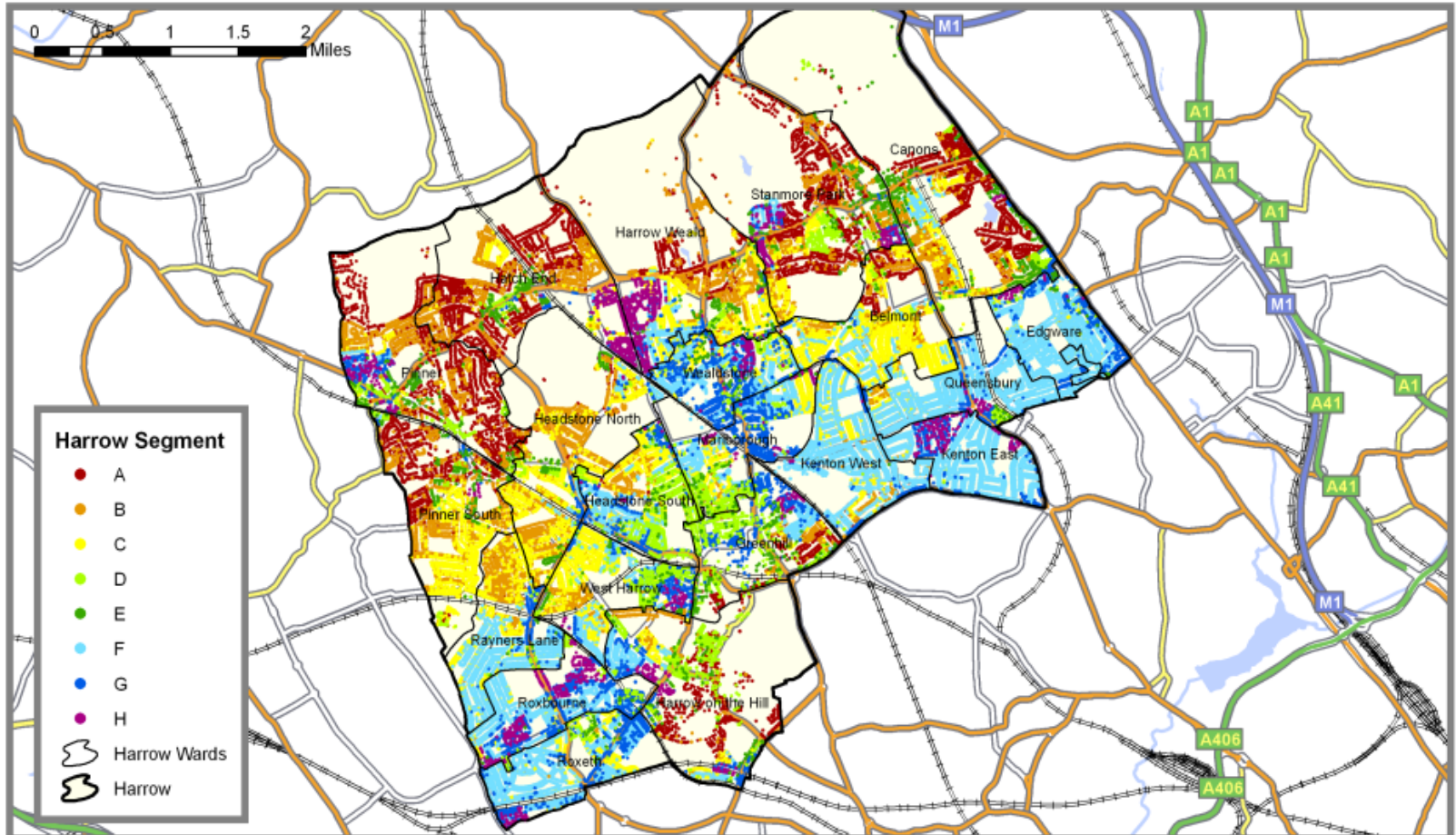
Harrow Segments – Segment Sizes

	Harrow Segment	Percentage of Households
	A	10.3%
	B	12.0%
	C	16.6%
	D	9.5%
	E	6.1%
	F	23.9%
	G	16.8%
	H	4.8%

Segments - All

Harrow Mosaic Segments

Household Level



Segment C Summary



16.6% of households

- Middle aged families
- Semi-detached with mortgage
- School age children
- Good incomes
- Regular savings
- Intermediate/lower professionals
- Non-smokers, low alcohol intake
- Active
- Low levels of crime
- Pays council tax via direct debit
- Little contact with the council

Segment D Summary

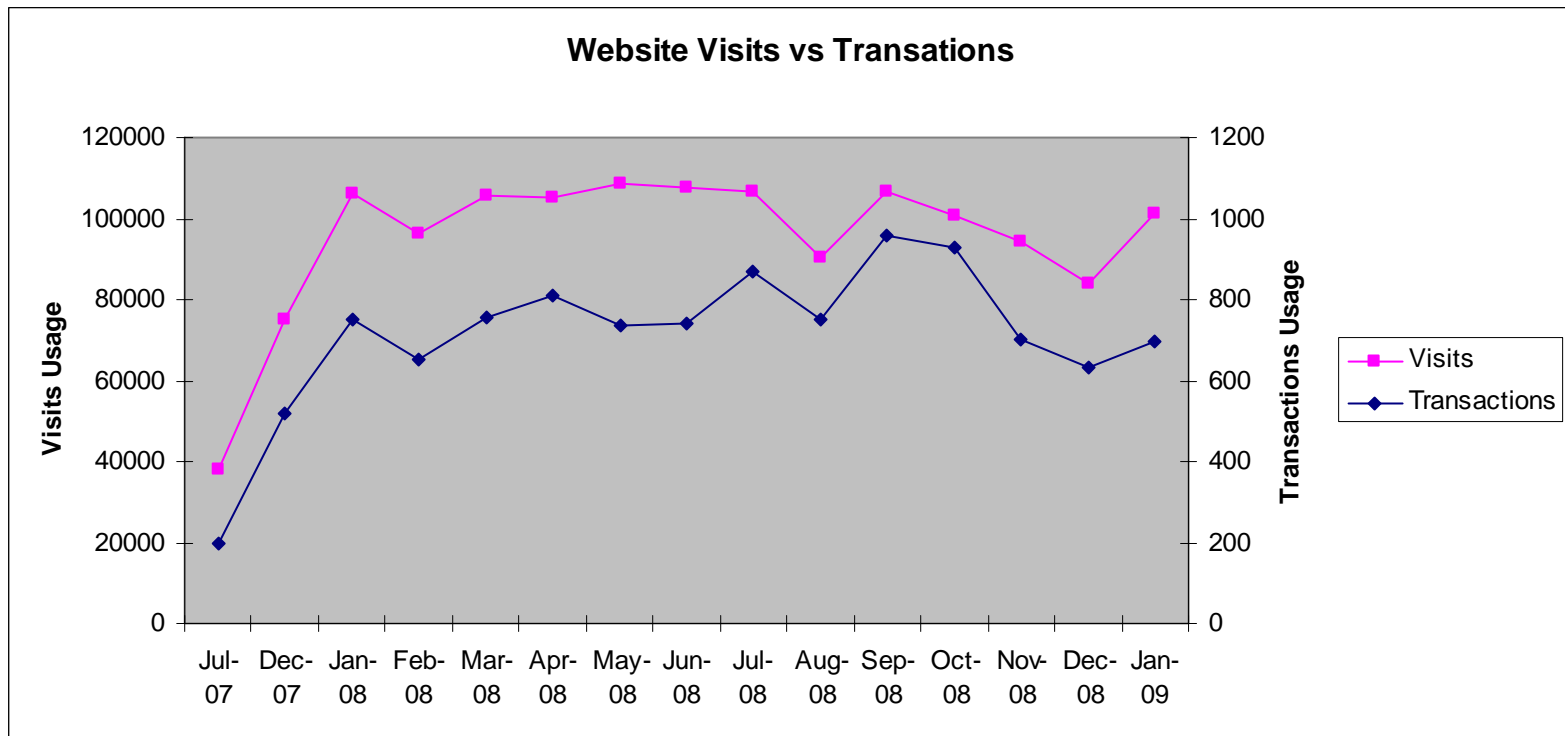


9.5% of households

- Young singles & co-habitees
- City living, private rented flats
- Degree level education
- High levels of income
- Professional occupations
- High levels of drinking & smoking
- Concerned about the environment
- Pays council tax via direct debit
- Council tax summons
- Parking permits
- CRM - Revenues

- Creating new integrated web forms for:
 - Change of address
 - Council tax
 - Housing Benefits
 - Public Realm
 - Parking
 - Housing
- All use CCPH to raise ticket in CRM and update 'back office' system. CRM ticket closed when issue resolved.
- Moving away from email and encouraging web form use instead

Visitors and Transactions



New website live from July 07, with:

- 202 transactions per month vs. average 700-900 per month
- 37,838 visits per month vs. over 100,000 per month now

Good progress:

- ✓ One stop service - where appropriate
- ✓ Focus on resolution at the first point of contact
- ✓ Complete visibility of the end to end process
- ✓ Make self service available for as many services as possible
- ✓ Reduce costs
- ✓ Understand our customers

More to do:

- and respond to their needs
- **Increase customer satisfaction**