

## A Case Study in Customer Service

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## Increase customer satisfaction

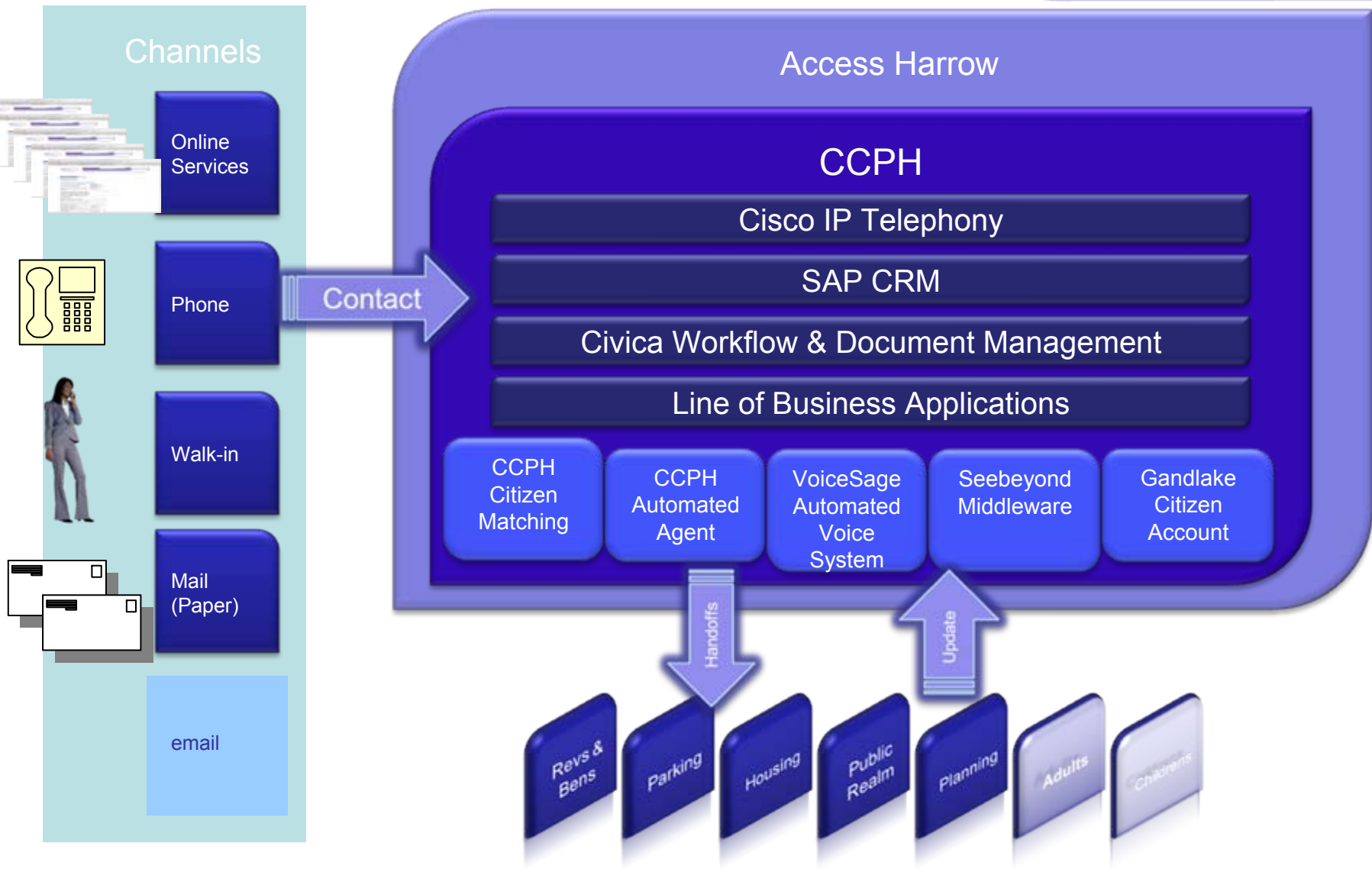
- One stop service - where appropriate
- Focus on resolution at the first point of contact
- Complete visibility of the end to end process
- Understand our customers and respond to their needs

## Reduce Costs

- Make self service available for as many services as possible
- Eliminate avoidable contacts

- We have a One Stop Shop (OSS) and Contact Centre dealing with:
  - Council Tax and Housing Benefits
  - Parking and Environmental services
  - Housing repairs
  - Education
  - Planning and Building Control
  - Housing Rents
  - Electoral Registration
- **Later this year will also include:**
  - Adults services
  - Registrars

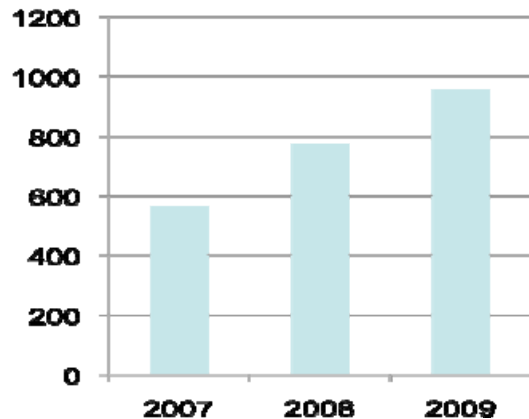
# This is what we have built...



- All contact information, from all channels (including Web), 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 being eliminated
- Standard entry processes being enforced
- Automated processing of web forms where possible
- Citizens Account will provide all citizen authentication

- 22% of Housing Benefit contacts relate to benefit notification letters – so we've rewritten the letters using Laserserve
- 64% of housing benefit contacts relate to return visits in relation to a new claim – so we're reworking the whole process
- 50% of calls on housing repairs are progress chasing – so we've done a LEAN review across all services involved
- 22% of calls to our parking team relate to the fact that we send the wrong photograph of the offence – so we've changed the photo
- Revenues and Benefits calls represent the largest in volume and call length – so we've implemented the Gandlake Citizen account to migrate calls away from the call centre
- Reduced avoidable contact from 27% to 21% in first year of measurement

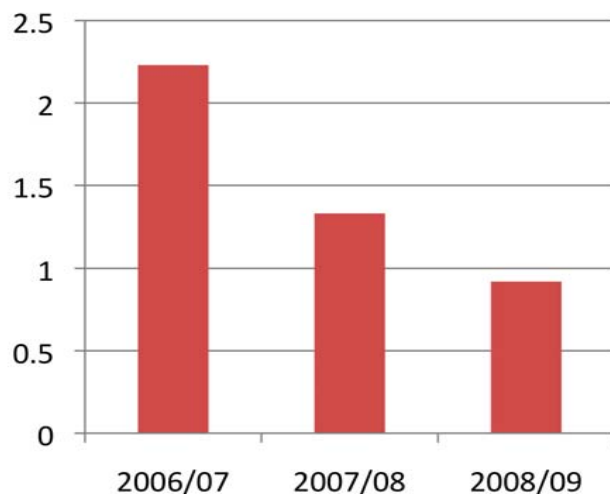
**Ave No of Web Forms per month**



## Use of technology

- Cost per Face2Face reduced from £5.61 on 2006 to £4.07 in 2009
- Cost per telephone call reduced from £1.85 in 2006 to £1.37 in 2009
- Cost per web transaction reduced from 26p in 2006 to 16p in 2009

**Total cost per transaction**



## Channel Migration

- In 2007 8% face to face, 50% telephone, 42% web
- In 2008 7% face to face, 41% telephone, 52% web
- 1st quarter 2009 web up to 60%

Overall cost per transaction reduced from **£2.23** in 2006 to **£0.92** in 2009

- Will close down telephone as a channel for Landlords once Citizen Account up and running
- Will use Laserserve to match Rent Notices with Benefit letters as we've identified this as a significant area of avoidable contact
- But most importantly we're working with Gandlake to develop the MyHarrow Account
  - This will include Revenues, Benefits, Housing, Planning, Public Realm, Parking and Social Care information all in one place
  - It will manage citizen profile information
  - It will generate alerts and information as selected by the Citizen

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