Building digital usable services

Driving Digital Change

Online Housing and Council Tax Support

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November 2018

Rochdale

Scene setting

- Borough population 200K
- 27K claiming benefit
- Contact Centre referred customers to paper claims
- Customer Service Centres assisted with form completion
- Online application used by over 60 authorities

Resources

Customer Services

- 4 main centres
- 30+ staff

Contact Centre

- 1 Contact Centre
- Benefits Team

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Goals

- Increase self-service
- Reduce contact
- Improve end-to-end process
- Transform culture of organisation
- Avoid backwards channel shift
- Make our services better for our customers

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Work with access channels

Customer needs

Identified most popular scenarios and created a working group

Issues

Worked through the scenarios identifying issues

Responding

Encouraged feedback and worked with supplier

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Issues with paper claims

- HB form completed? - not received
- Tenant contacted - again
- Form completed - late
- Backdate request - not always allowed
- Benefit awarded - not always from date moved in/tenancy start date
- Payment received - arrears to collect

Online solutions

- Trial calculation
- If qualifies – complete (intelligent) claim
- Personalised evidence checklist
- Verify and scan supporting evidence
- All evidence provided, claim fast-tracked
- All evidence not provided, fast-tracked when evidence received
- E-signatures

Benefits to claimants

- ✓ Upfront entitlement calculation
- ✓ Personalised electronic claim form
- ✓ Personalised evidence checklist
- ✓ Improved claim processing times
- ✓ Improved customer experience

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Benefits to landlords

- ✓ Prioritise fully completed online claims
- ✓ Improved knowledge – know claim submitted and approx entitlement
- ✓ Fewer incomplete claims
- ✓ Improved processing times – less rent arrears, reduced backdate requests etc

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Benefits to council

- ✓ Improved processing times
- ✓ Removal of wasted effort
- ✓ Reduced overpayments
- ✓ Fewer incomplete claims, reduced ‘avoidable’ contact
- ✓ Savings

…leading to improved customer experience

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Cross channel experience

- Useful and usable content
- Contact Centre scripts
- Customer service scripts
- Revised Revs and Bens letters
- Synergy with online content and print

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Channel shift challenges

- Myths and equality impact assessment
- High levels of deprivation
- Lack of IT skills and literacy problems
- Job losses
- Long and complex form

Measurement of success…

- Take-up from 28% to 100%
- One of the highest take-ups in the shortest amount of time
- Transformed service delivery
- Co-design, co-production

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Success in access channels…

- Contributed to reduction of Customer Services staff - from 30 to 8
- 3,200 appointments v 36 appointments
- 3 F2F appointments per month
- 1-2 ring backs per week

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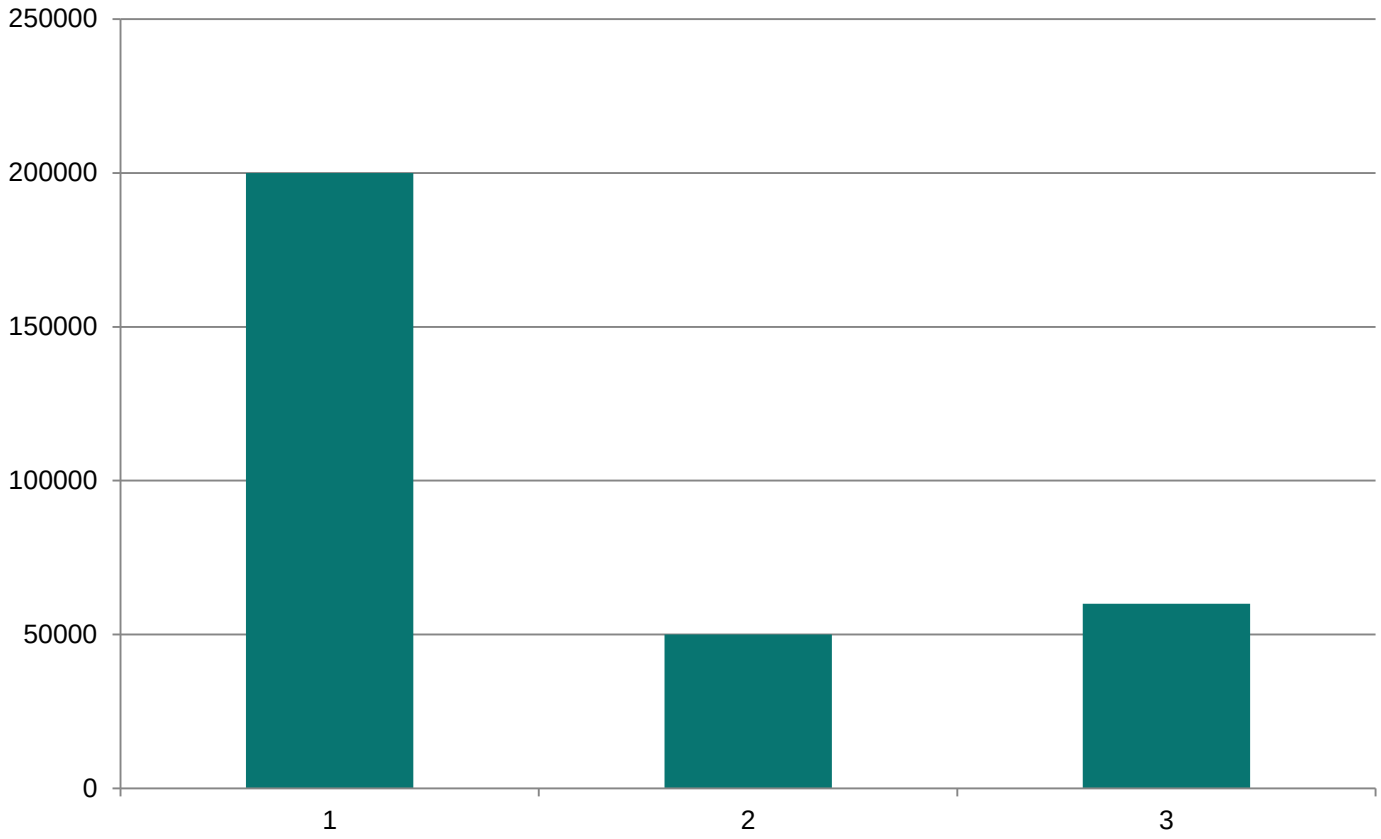
Visits to Customer Services



*2018 projected to be 50K due to Universal Credit

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What does this mean?

- Need service redesign and digital transformation, not just channel shift
- Outcomes for customers not just websites
- Prioritise customer needs over those of the organisation
- Change the culture
- Do more faster, better, cheaper

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What worked well?

- ✓ Work with a passionate team
- ✓ Remain customer and outcome focused
- ✓ Relationship with stakeholders
- ✓ See no barriers
- ✓ Remember, success is the only option

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What could we do differently?

- Improved reporting tools
- Use heat mapping technology
- Use a business analyst for integration work
- Respond digitally to avoid backwards channel shift
- Go live with reporting change of circs online

Summary

What’s in it for the customer

Usability

Engage with stakeholders

Change the culture

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Q&A

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