

# Harrow Council reduces customer services budget by £2m



Local authority transforms access to council services with 91% of customer requests handled at first point of contact using Digital360.

As experts in using IT to transform the delivery of citizen services, Civica was invited to identify and build a solution for Access Harrow – a task Civica successfully completed using its Digital360 platform.



**Savings of £2m**  
on customer services



**80% of transactions** via self-service



Improved customer **satisfaction**

## Transforming citizen contact

Local authorities are striving to broaden citizen access to council services and yet, also deliver significant efficiency gains in the way they provide these services. Improvements are being driven by key council process transformation goals and the need to improve operational efficiency and significantly reduce costs.

The Harrow Council has a change programme entitled 'Access Harrow' that focusses on transforming citizen contact by improving access to council services and adding greater levels of process automation across all channels including telephony, walk-in, paper & web.

## Outcomes

- Ensured that scarce materials **reached the most vulnerable residents**
- **Provided a vital big picture** of the borough's emerging flood hotspots
- **Streamlined communications** between different council services
- **Delivered relevant, up to date information** for internal and external stakeholders
- **Enabled most effective use of Streetscene** teams and equipment.

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Ben Jones  
Head of Digital, Harrow Council

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The Civica solution provides simple access to account information in order to easily manage citizen transactions across multiple access channels. This provides guided processes driven by the type of contact and integrates to a range of council systems.

## Transformation by design

Harrow Council's transformation project focussed on a number of key business areas. These included requirements to:

- Reduce citizen service request handling time and increase accuracy by eliminating re-keying, reducing repetition and preventing mistakes made by agents when handling citizen contact through the telephony or walk-in channels.
- Drive consistency of citizen information between line of business applications offering a single, more accurate view of citizen data.
- Introduce process guidance and enforcement into contact centre processes, promoting a first contact.
- Enable delivery of citizen services through alternative channels such as the council web portal promoting citizens to self-service where appropriate.

- Link front office service tickets with back office workflows to ensure more reliable service delivery, allowing managers to have more end-to-end visibility of performance, experience and increase efficiency.

To deliver the transformation programme and achieve these requirements, Civica's Digital360 platform was deployed.

## Delivering a single view of the customer

The Civica solution provides agents with a system, readily accessible via single sign on, where they can easily manage citizen transactions across multiple access channels. This provides guided processes driven by the type of contact and integrates to a range of council systems, using data, messaging and screen based integration to automatically transfer data.

Data consistency is maintained via an information integration interface and system adapters into existing systems, including: SAP CRM, Northgate Revs and Bens, Civica CE, Capita Payments, Northgate OHMS, Corelogic and Framework-i.

Jonathan Milbourn, Head of Customer Services at Harrow Council explains the importance of this connectivity; "Digitisation gives us the chance to break down silos. It is also about giving the customer a better experience while at the same time, because we are saving money, enabling us to continue to provide the services our more vulnerable people still need".

## Redesigning processes

The council have taken the opportunity to introduce process guidance and enforcement into contact centre processes, to promote resolution on first contact. The Digital360 implementation included new business processes, forms and workflows across multiple service areas including: Revenues, benefits, planning, public realm, housing and parking. To better support back office integration, a data repository links service requests between CRM and back office workflows.

"Civica was able to propose a solution based on efficient workflow and automation that has greatly improved the quality and efficiency of our citizen contact", said Ben Jones, Head of Digital at Harrow Council.

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