

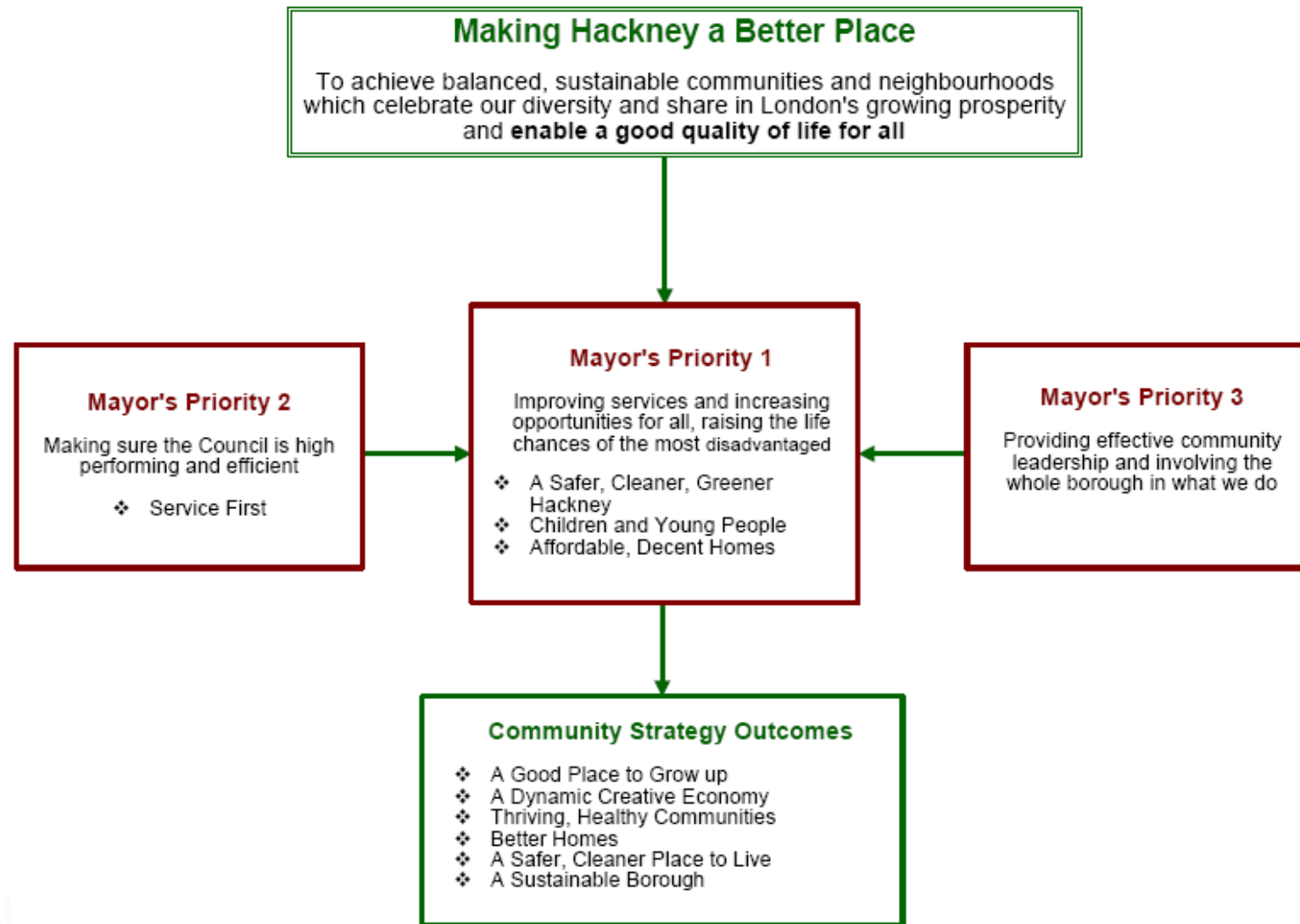
The London Borough of Hackney



- Physically, one of the smallest Boroughs in London
- Population of 202,000
- Over 30% of residents are between 25 and 40
- 2012 Olympics host Borough
- Polarised income levels
- 5th most deprived Borough in England



The Mayor's Priorities



Jules Pipe
Mayor of Hackney

Where are we now?

The Council

- **Second highest Council Tax in London**
- **1* CPA in 2005, 2* CPA in 2006 - “improving well”**

The residents views:

- **61% see the Council as ‘remote and impersonal’**
- **62% do not think Hackney offers value for money**
- **53% do not think the Council is trustworthy**
- **52% do not think the Council is efficient and well run**
- **At 44% Customer Satisfaction is the second lowest in London**

Where do we want to go?

Service First Customer Service Vision:

"Hackney Council will be a customer focused organisation, delivering services which are accessible, responsive, high quality and which provide good value for money"

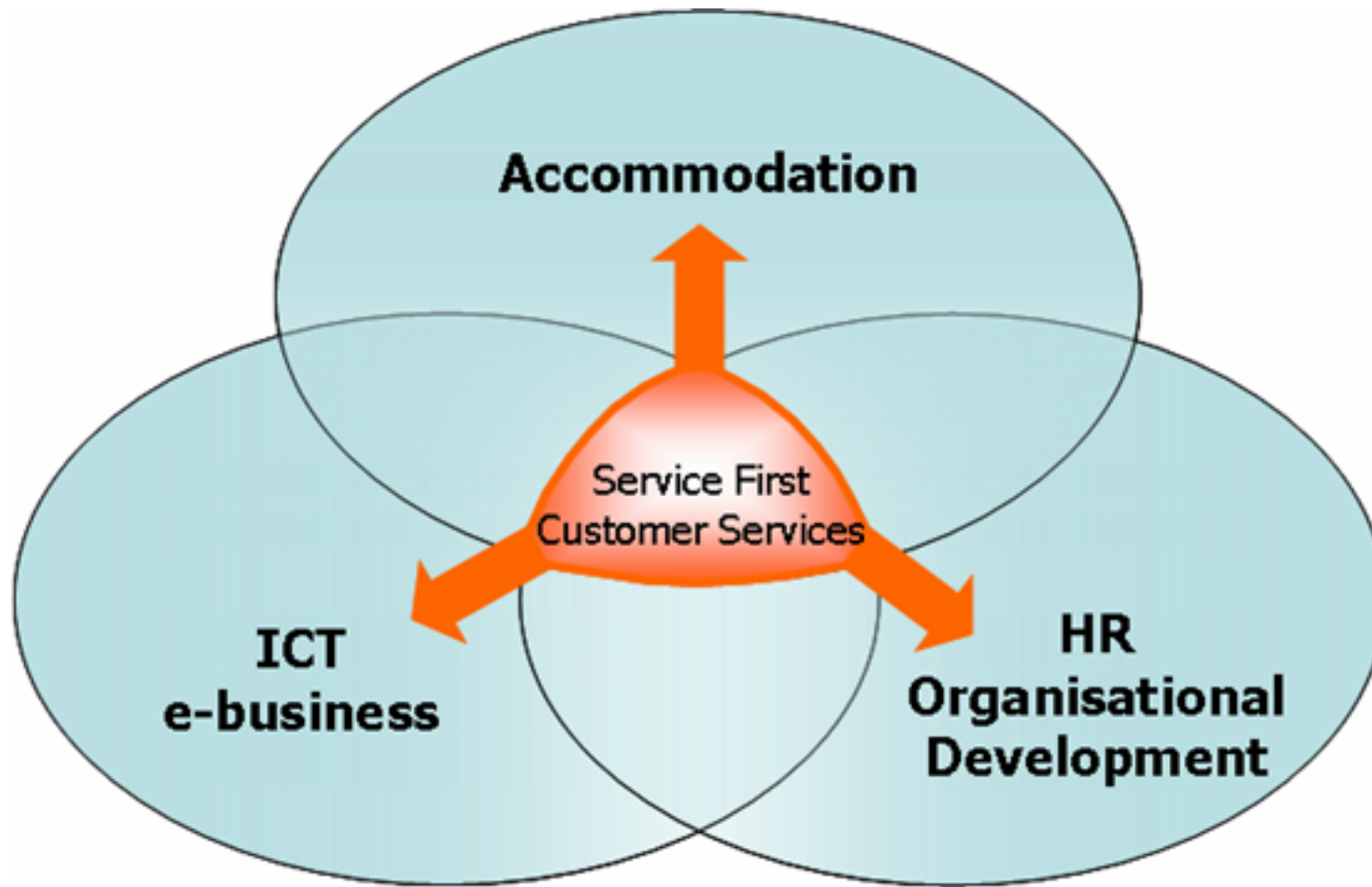
How do we get there?

- We will make it easier for all our customers to access the services they need by providing a single point of access to all Council services - increasing our ability to answer the phone, to reduce queuing times, and to allow customers to serve themselves.
- We will develop the customer contact channels and associated tools to allow services to maximise their effectiveness and value for money.
- We will aim to resolve customer enquiries at first point of contact through whichever channel the customer uses.
- We will have a single view of our customers to provide a joined-up service, irrespective of the service and channel they use, and to provide proactive and targeted services where appropriate.
- We will build the culture and capacity of the organisation to support the delivery of service through the single front office.
- We will have corporate standards for customer care across all services and all channels.
- We will listen to our customers to understand their needs, wants and expectations.
- We will embed customer insight into the organisation to help improve services and increase customer satisfaction.

How do we get there?

- **Service First Strategy**
- **Customer Insight**
- **Service Transfer plan**
 - **Prioritisation**
 - **Service Clustering**
- **Service Transfer Methodology**
- **Big carrot, big stick**

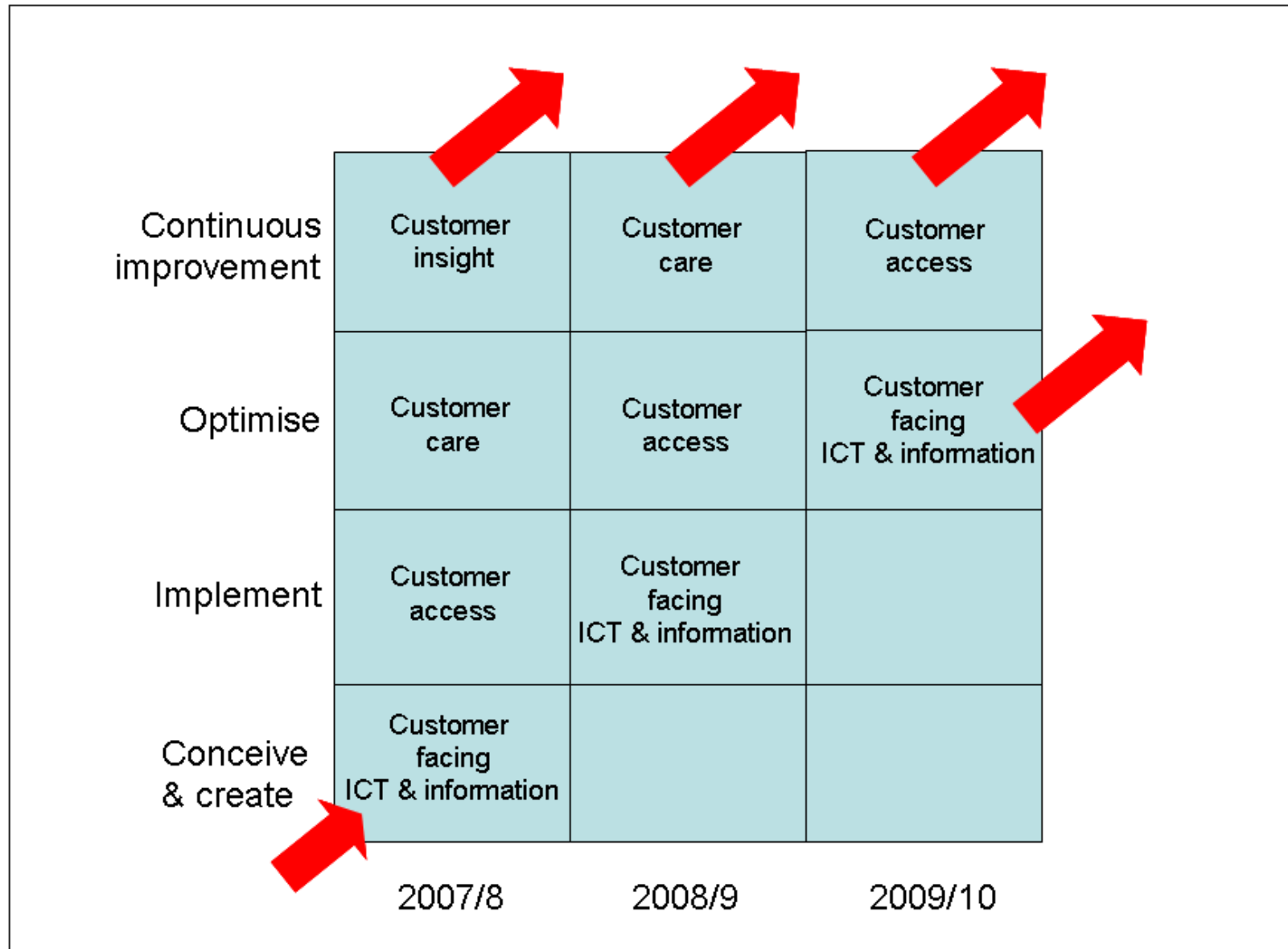
Service First Strategy



Workstreams

- **Customer Access**
- **Customer Care Culture**
- **Customer facing ICT and information**
- **Customer Insight**

Workstream maturity



Customer Insight



- **Customer segmentation**
- **Analysis of MORI data, MOSAIC profiles, depth interviews and focus groups**
- **PLUS analysis of behavioural data as well as attitudinal data**
(what customers do as well as what they say they do)

Service Transfer Plan

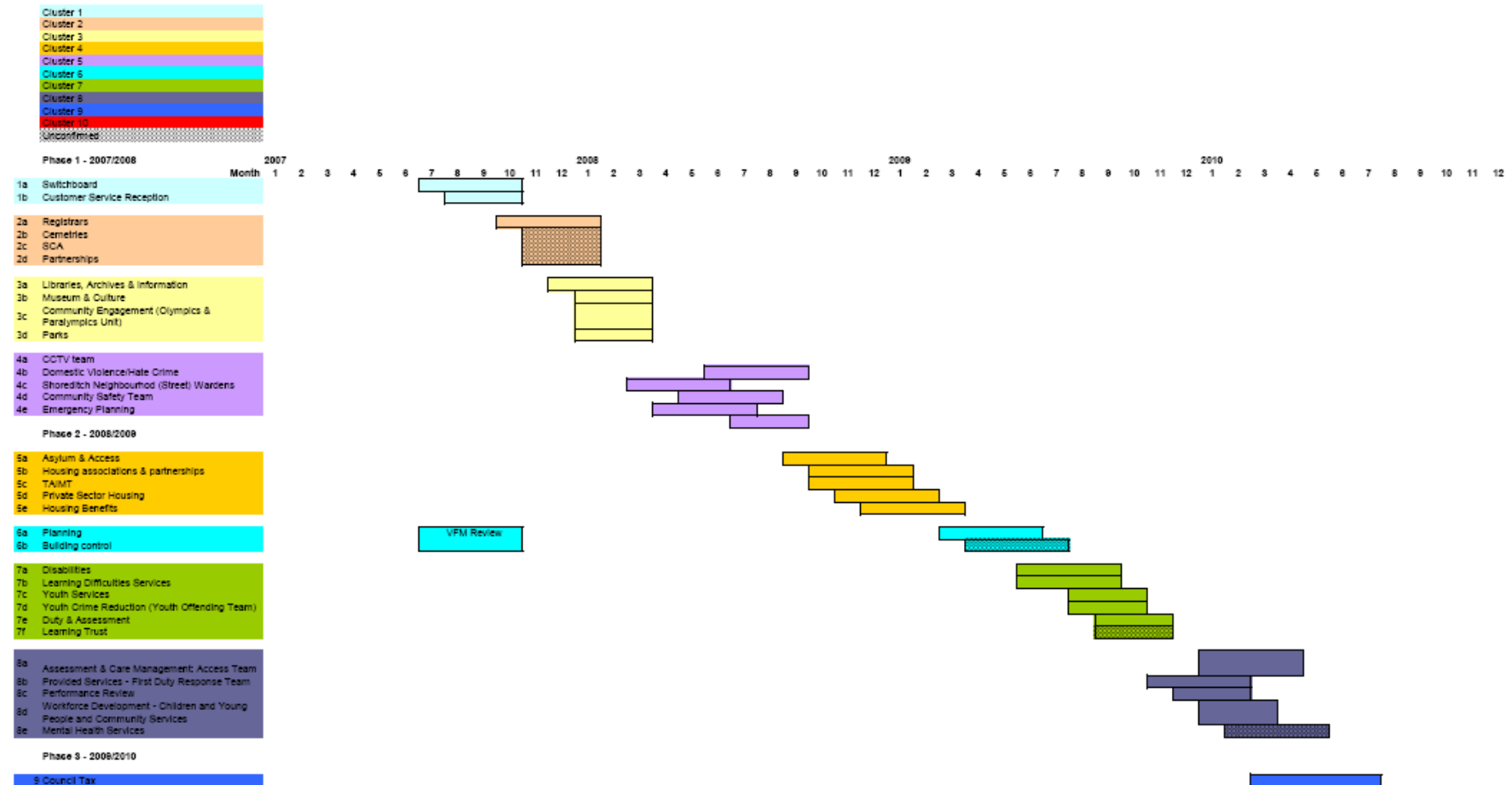
Activity	Information gathered	
1. Interrogate LGSL PID list evaluation to identify all customer facing services	The LGSL (Local Government Services List) identifies 931 services provided by a local authority. Of these exactly 100 were deemed to be customer facing	
2. Identify directorates delivering those customer facing services	Children & Young People	12
	Community services	23
	Neighbourhood & Regen	17
	Customer & Corporate Services	33
	Finance & Resources	15
	ALMO (excluded)	(25)
3. Identify key individuals within those directorates	93 council contacts were identified	
4. Identify all customer facing telephone numbers and volumes (where available)	194 customer facing numbers were identified. The total volume of calls identified was 1.3 million per annum	
5. Identify all customer facing email addresses	252 customer facing email addresses were identified	
6. Identify customer facing face to face sites (from RSe)	7 principal customer facing locations, handling an estimated 300,000 visits per annum	
7. Structured questionnaire sent to all key individuals	103 questionnaires were sent out. 78 were returned (78%). The remainder were determined to be non-customer facing. In total, 55 services were deemed to be non-customer facing.	
8. Telephone follow up	43 telephone interviews were conducted to gather supplementary information.	
9. Examination of information supplied	All information supplied was assessed, including any Service Plans, role profiles, training documentation, customer satisfaction surveys and volumetrics. In addition, the SFO team reviewed relevant Government documentation, to set the prioritisation exercise within the wider public sector context.	
10. Prioritisation review workshop	Management workshop to agree consensus around high, medium and low priority services, according to a suite of evaluation criteria. 80% of services (by volume) were identified as a high priority for transfer.	

Service Prioritisation

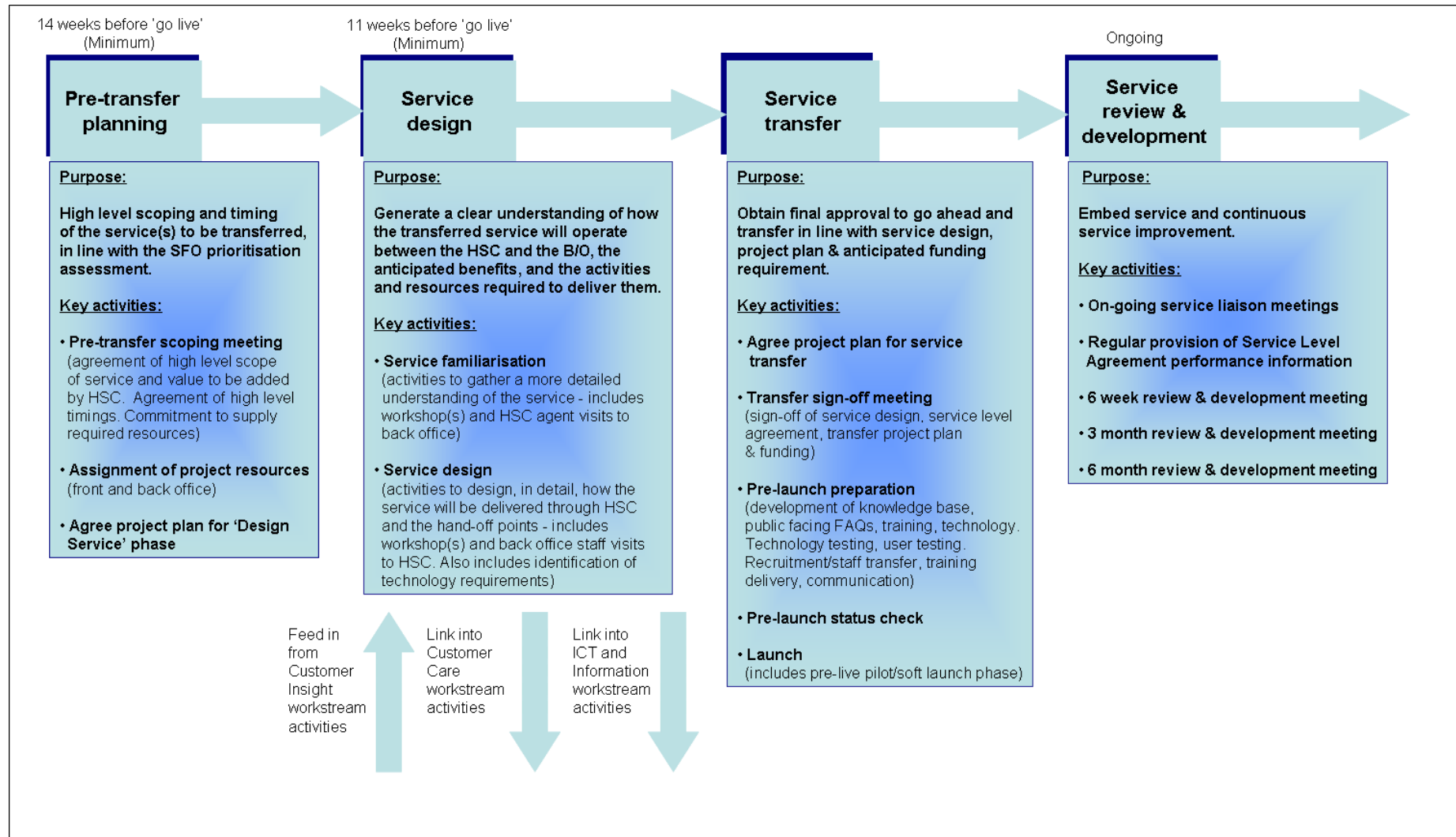
Main criteria	Factors considered
Volume of customer contacts	Current volume, unmet demand, likely future demand trends, focussing mainly on phone and email channels
Customer preference	Customer satisfaction, customer needs & expectations, potential to meet needs & expectations through service transfer

Supplementary criteria	Factors considered
Customer service vision alignment	To what degree is the service (and the service development plan) aligned to the corporate customer service vision and its development milestones and to what degree does that impact upon the potential for transferring the service?
Service complexity	What percentage of contacts is HSC likely to be able to fulfil without transferring to back office? What are the risks associated with delivering and/or transferring the service and to what degree are those manageable? How much is known about the service? What are the minimum training requirements?
IT complexity	What degree of technological development would be required to deliver the service from within HSC?
Synergy with HSC	To what degree is the service similar to existing services within HSC (or to services that will be transferred at a similar time)? To what degree can the service follow standard repeatable processes already established within HSC?

Service Prioritisation



Service Transfer Methodology



Service Transfer Programme



- 'As is' service reviews to capture and understand process to be transferred in detail
- 'To be' service reviews to determine funding levels
- Service transfer programme funded by Service First
- Methodology, tools and skills made available for back office VfM service reviews
- Savings generated by
 - front office efficiencies (kept by SFO)
 - back office re-engineering (kept by service area)
 - channel shift (released through VfM)
 - accommodation release
 - software license cost avoidance
 - increased collection rates

Critical factors for success

- Strategy - where are we now, where are we going, how do we get there
- Plan - insight, methodology, priorities
- Equipment - right tools, right people, right skills,
- Energy
- Determination

