

# A New Way of Working

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# About Me

- Majority of career as an auditor
- Current role in 2002
- Introduced an integrated Contact Centre including the front face for Benefits & Revenues
- No technical knowledge

# What I want to cover today

- A little bit about Crawley
- A brief history
- How we changed how we work
- What the challenges have been/still are
- What the outcomes have been
- Our next steps

# About Crawley

- **'New' town; London overspill; compact urban area**
- **Traditionally low unemployment but low paid jobs (airport); lots of movement in and out of work**
- **caseload 9,800, increased by 20% in 18 months**
- **9 FTE assessors, 3 senior assessors and manager**
- **8,000 council tenants**
- **42,000 taxpayers**
- **Integrated contact centre – opened in 2004**
- **Very supportive members**

# A Brief History

- 2002 – a good benefit service – average of 73 days to process a new claim!
- 2004 – 32 days
- 2006 – 30 days
- How do we make the next step change?
- An analysis of demand in the Contact Centre
- Systems thinking – an opportunity
- Started the process – in house with consultant advice

# What is it?

- A means of improving customer service and efficiency by focussing on delivering **value** to customers, **removing waste** and improving the **flow** of information or materials.

# Sounds good, how do you do that then?

## Step 1: Check

- Understand the nature of demand – volume, channels and value v. failure
- **Value demand** is customers requesting a service etc.
- **Non Value (Failure) demand** is demand caused by the failure of the system to get something right for the customer

# Sounds good, how do you do that then?

- **How?**

- **“In the work”**

- **Observe**

- **Collect data (e.g. end to end times)**

# What did we find in benefits?

- **End to end time from customers view = 40 days**
- **BVPI for same period = 15 days**
- **78% Failure Demand in Call Centre**

# What did we find in benefits?

- **Delays caused by writing out/pending**
- **Each claim touched by several people**
- **Customers were receiving multiple requests for information/evidence**
- **Scanning errors sometimes had negative consequences**

# What then?

## Step 2: Purpose

- **Understand what matters to the customer and where this value is created**
  - **The right benefit, to the right person at the right time**
  - **Pay me the right benefit as quickly as possible**
  - **Am I entitled to benefit, if so pay me the right amount as quickly as possible**

# And then?

- **Step 3: Re-design the system to eliminate waste and aim for *perfect flow***
  - You need the buy in and involvement from staff
  - Management role: deal with obstacles, negotiate, support
  - Accept it is a continuous process

# Re-design Principles

- **Single piece flow**
- **Pull, not push**
- **Focus on doing the value work**
- **Work must be passed on 'clean' or fit for action by the next step in the process**

# What did we find in benefits?

- **We defined the value work as:**
  - **Making the claim ‘clean’**
  - **Assessing the claim**
  - **Informing the claimant of decision**
  - **Making the payment (if eligible)**

# Where are we now?

- Assessment officers see most customers in face to face and **assess claims** if possible, **proactively** gather evidence if not
- Now using same principles to treat post flow
- Introduced telephone claims, but...

# What were the challenges?

- **Staff – why us and decision making**
- **Hygiene factors**
- **Emergent Outcomes**
- **Colleagues not on board**
- **Systems thinking “fundamentalism”**
- **“Culture will defeat strategy every time”**

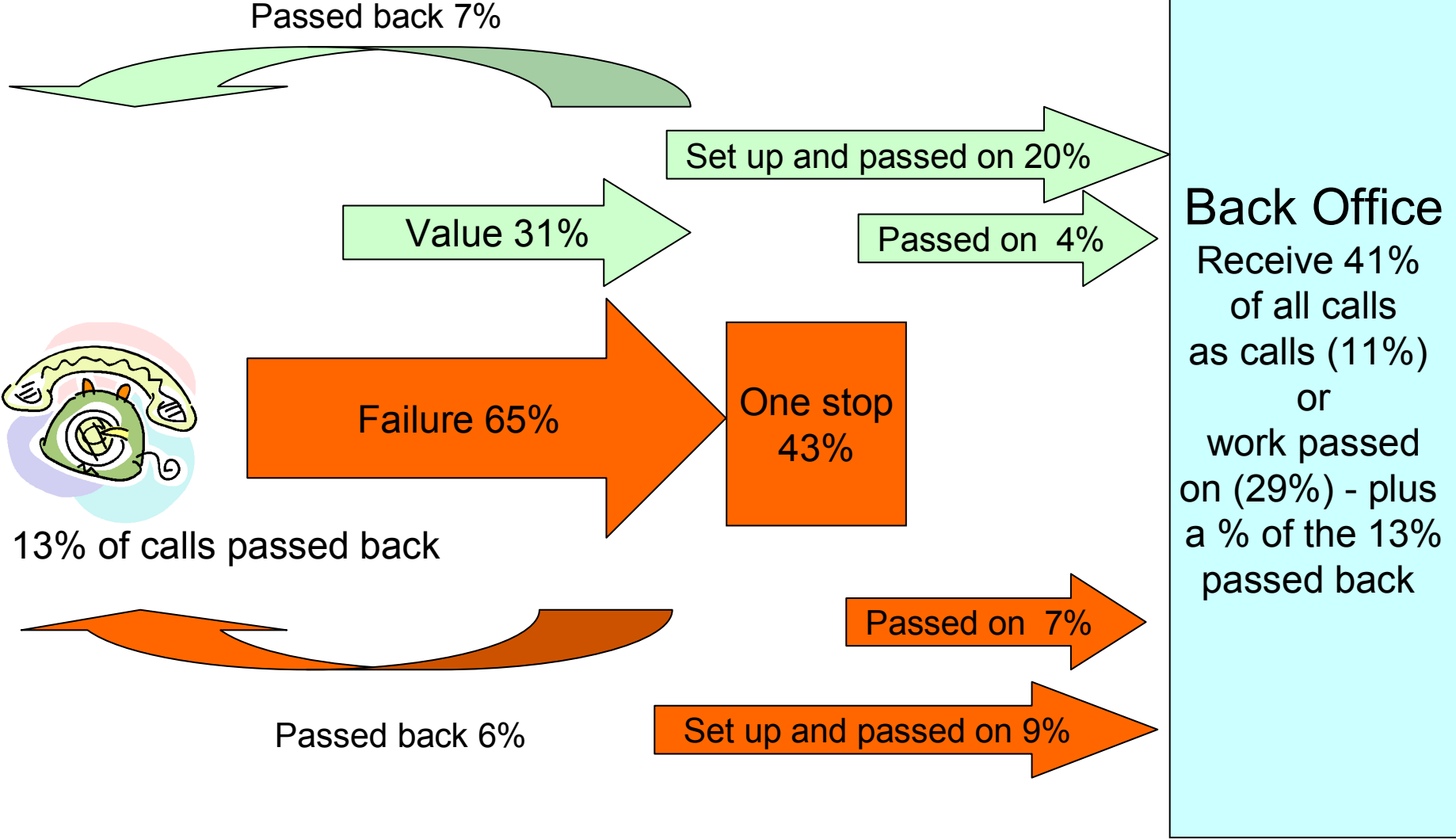
# What have been the outcomes?

- **E2E times for new claims from 40 days to 15 – now back up to 20 days**
- **High level of customer satisfaction**
- **Reduction in calls through Call Centre of 20%**
- **Improved performance:**
  - **2007/8 new claims 12 days**
  - **2008/9 new claims 14 days**
  - **NI181 – current year - 8 days**

# What have been the outcomes?

- **Reduced Contact Centre staffing (saving £50k p.a.)**
- **Weekly visit to hostel using mobile technology**
- **New Council tenants assessed on move in**
- **Telephone claims – system there**
- **Have we cracked it?**

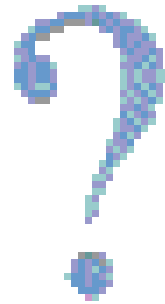
# Contact Centre Demand Analysis - Telephones



# Where next?

- **Weekly improvement meetings**
- **Sort out telephone calls – trialling an assessor in the call centre**
- **Notification letters**
- **D H P decisions**
- **And then start the cycle again**

# Any questions?



[www.crawley.gov.uk](http://www.crawley.gov.uk)



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