

Harrow Clicks

CATEGORY NAME:

Design for Society

PROJECT NAME:

Harrow Clicks

ENTERING COMPANY:

The Team

CLIENT:

Harrow Council

This is a demonstration of how the design of a communications campaign changes the way people use local public services with the impact of improving the experience, driving down costs and diverting precious resources from operational costs to frontline services.

Harrow is a north west London borough and is the most ethnically diverse local authority in the country. The Council has been striving to improve both its financial position and the level of customer service provided across the Council. The Council and its new Chief Executive have been committed to a programme of continuous improvement in conjunction with the Council's strategic business transformation partner, Capita. Working with Capita, the Council has established that dealing with a customer online costs just 17p compared to the £7.73 cost of dealing with customers face-to-face.

In recent years public sector organisations have invested in online services and Harrow Council relaunched its website, offering enhanced services. Harrow needed to ensure its residents, businesses and stakeholders would make the most of the new service and Council members were scrutinising the outcome of the investment.

However old habits die hard. Persuading people who are used to phoning the council, popping a letter in the post or calling into the Civic Centre that there is a better way to pay their tax, renew their parking permit, or organise waste collection is a big challenge.

The Team's role was to design a campaign to drive 'channel migration': shifting people away from face-to-face and telephone information to online customer experiences. The aim was to save money and enable One-Stop

Shop and call-centre staff to use their skills, knowledge and empathy with those people with more challenging requirements, such as complex benefit claims, without Internet access and to reduce waiting times.

Design of the campaign Harrow Clicks has delivered these results:

- **33% increase** in users of the website (unique visits).
- **133% increase** in transactions performed online.
- £150k worth of payments made online, **leading to savings of over £200k.**
- **A saving of £7.56 for each online transaction** opposed to face to face.
- Effective use of media budget with **a customer acquisition rate of only £1.90.**

Over the next 7 years it is anticipated that the project will save the council, and therefore council-tax payers, over **£900,000.**

The brand

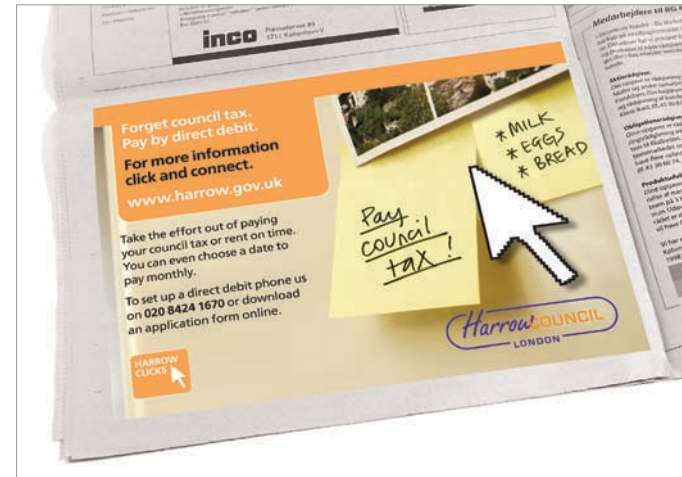
1 Logo



Promoting the new services

1 A4 Posters

2 Local newspaper advertising



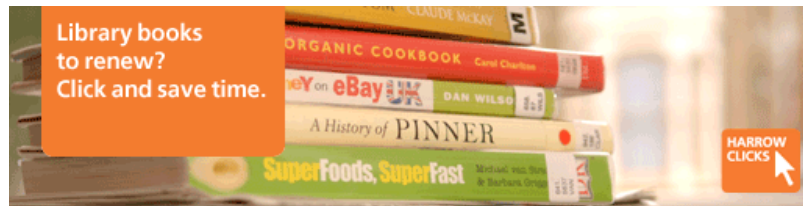
Creating a buzz

- 1 Bookmark
- 2 Fridge magnets
- 3 Post-it notes



Online promotion

1 Web banners



In real life

Outdoor advertising including bus,
tube and rail station ads

