

**Decision Maker:** EXECUTIVE AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

**Date:** Thursday 10 July 2014

**Decision Type:** Non-Urgent Non-Executive Non-Key

**Title:** CUSTOMER SERVICES MONITORING REPORT

**Contact Officer:** Duncan Bridgewater, Head of Customer Service  
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**Chief Officer:** Director of Corporate Services

**Ward:** (All Wards);

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1. Reason for report

This report provides information on the performance of the Customer Service Contract provided by Liberata for the period 1 November 2013 to 31 May 2014. A letter from Amanda Inwood – Field, Contract Director for Liberata, provides her update on each individual element and is attached at **Appendix 1** with further statistical data relating to Customer Services is shown subsequently

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2. **RECOMMENDATION(S)**

The Committee is requested to note and comment on the information contained within the report and the letter provided by Liberata detailed in Appendix 1.

### Corporate Policy

1. Policy Status: Existing Policy
  2. BBB Priority: Excellent Council:
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### Financial

1. Cost of proposal: N/A
  2. Ongoing costs: N/A
  3. Budget head/performance centre: 437000
  4. Total current budget for this head: £830,000
  5. Source of funding:
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### Staff

1. Number of staff (current and additional): 1
  2. If from existing staff resources, number of staff hours: N/A
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### Legal

1. Legal Requirement: None – Although Customer Service provides initial point of contact for many statutory services
  2. Call-in: Applicable
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### Customer Impact

1. Estimated number of users/beneficiaries (current and projected):  
115,000 visitors, 700,000 phone calls, 30,000 e-mails and 3,000,000 web visits annually
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### Ward Councillor Views

1. Have Ward Councillors been asked for comments? No
2. Summary of Ward Councillors comments: N/A

### 3. COMMENTARY

3.1 The Head of Customer Service monitors the contract with Liberata, sets targets and performance standards. Additionally ensuring all Key Performance Indicators (KPI) are met, as well the other standards required in the service specification document. This process is supported by the Revenues and Benefits Client Team.

3.2 The Head of Customer Service oversees the development of the secure web portal, ensuring the system is delivered within budget, on time and to specification. Regular development meetings take place with the contractor, client and relevant technical representatives. This is supported by a 0.5 fte temporary Project Manager post on secondment.

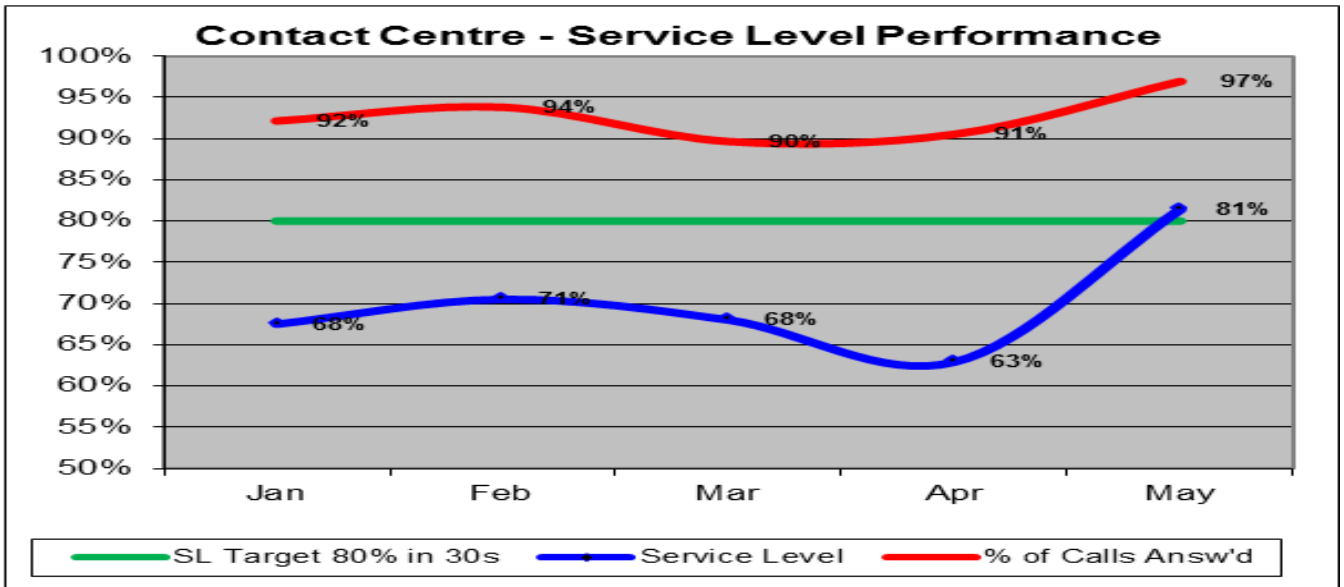
3.3 Since November 2013 there have been a number of key achievements which include:

- Transfer customer service staff over to Liberata network, desktop PC and telephony
- Move core service lines across to Mitel telephony platform and introduce 0300 numbers
- Provision of an SMS platform to offer low cost campaigns via text message
- Provision of Mosaic data to enable customer segmentation and target marketing
- Refurbishment of Contact Centre
- Development of on-line appointments system
- Responsive web site design and e-pay to enhance customer experience using tablet devices and mobiles, and customers paying for services
- Amalgamation of the evidence drop point into main reception
- Comprehensive design solution for the new web portal

#### **Customer Services**

3.4 the table below indicates the performance of Liberata against a measure of calls answered within 30 seconds (target 80%)

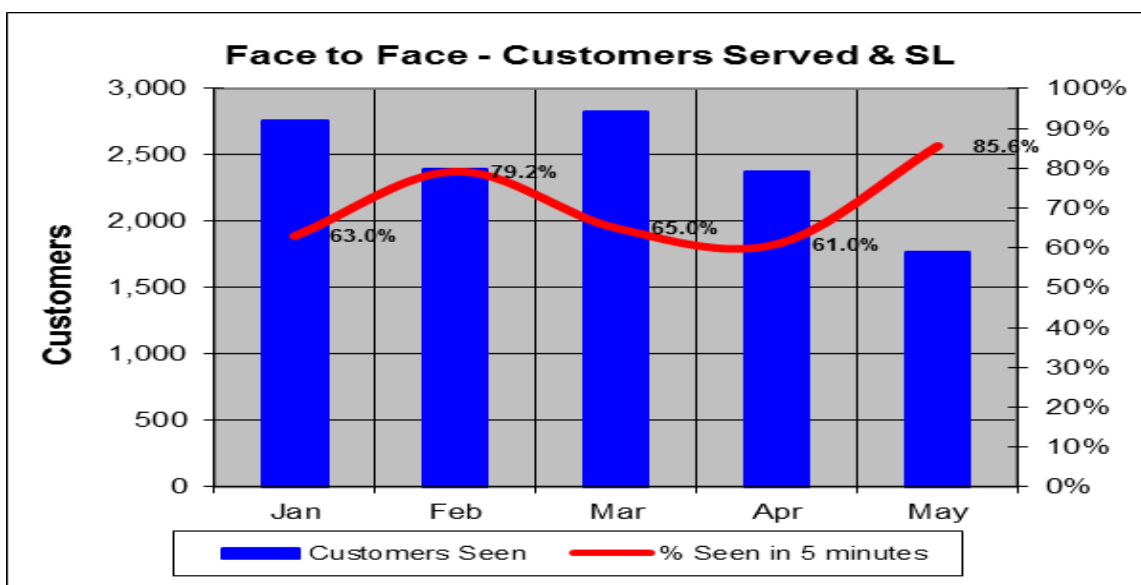
<b>2013-2014</b>	<b>Dec-13</b>	<b>Jan-14</b>	<b>Feb-14</b>	<b>Mar-14</b>	<b>Apr-14</b>	<b>May-14</b>	<b>Totals</b>
<b>Presented</b>	3401	15263	12592	14009	15738	16560	77563
<b>Answered</b>	2949	14065	11813	12559	14264	16048	71198
<b>% answered in 30secs</b>	62.7%	67.8%	70.5%	68.0%	62.9%	81.1%	70.1%



Performance has been disappointing and dropped significantly at the end of the financial year.

3.5 the table below indicates the performance of Liberata against a measure of visitors seen within 5 minutes of arrival (target 80%)

2013-2014	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Totals
Presented	2497	3174	2715	3075	2504	1884	18423
Seen	1981	2755	2392	2824	2372	1766	16421
% seen in 5 minutes	82.2%	63.0%	79.2%	64%	61%	85.6%	72.1%



3.6 the table below indicates the performance of Liberata against a measure of a range of web site updates completed within timeframe (target 100%)

2013-2014	Feb-14	Mar-14	Apr-14	May-14	Totals
Critical (1 hour)	100%	100%	100%	100%	100%
Urgent (1 day)	100%	100%	100%	100%	100%
Important (2 days)	98.7%	100%	100%	100%	99.7%
Regular (5 days)	97%	97.5%	97.8%	98%	97.6%

3.7 A recovery plan was established with Liberata following a series of meetings to discuss their failure to meet a number of performance targets. The full plan can be seen in **Appendix 2**. The key elements of this recovery plan are:

- Use of Barrow Contact Centre as a temporary overflow service for calls relating the missed waste collection
- Review and refine telephony menus and configuration so calls automatically connect to available staff
- Develop mapped and scripted process training to enhance cross-training for existing staff which maximises resource capacity

3.8 Since work began on the recovery plan, service levels have improved, and are summarised below:

3.9 Performance will continue to be closely monitored by the Head of Customer Service, who receives daily performance reports, has weekly meetings with the Liberata Contract Director and monthly operational review meetings.

### **On-line & Web Portal Development**

3.10 The focus of this area of the contract is the delivery of a programme designed to reduce overall customer contact, empower customers to service their own needs, improve service availability across the Council and reduce the overall cost to serve and deliver. There are a number of work streams supporting the development of our on-line offering and web portal. These are monitored by the Head of Customer Service and the Customer Focus Group to create a shared governance board, which meets quarterly, and is made up of key service heads, Liberata, Director of Corporate Services and Resources Portfolio Holder.

3.11 The technical design document for the first phase of the new web portal has been approved and signed off.

3.12 This has a planned go live date of December 2014, subject to review, but will include a secure authenticated web portal enabling delivery of complex transactional services without the need to staff input. This will support the current on-line service offer for the following services:

- Registration Services
- Street Scene
- Waste Services
- Parking Services
- Electoral Registration
- Blue Badges
- Property Helpdesk

- Highways & Traffic
- Green Spaces
- Building Control
- Planning

3.13 The next phase, will deliver a range of transactional integrated web forms to maximise channel shift opportunities. As a minimum this will include:

- Council Tax services
- Housing Benefit services
- Early Years Provider services

3.14 Ahead of these events, market and communication plans will to developed, targeting specific customer groups and will incorporate consumer consultation and equality impact assessment.

### **Customer Contact Health checks**

3.15 Liberata are undertaking a range of customer contact health checks across services retained within the Council with high customer contact volumes. Liberata anticipate net savings of £125,000-£200,000 per annum to be available to the Council when they have completed the process. The table below highlights progress of this work.

Service	Health check Date	Completion Date	Report Production Date
Trade Waste	25/03/2014	25/03/2014	20/05/2014
Highways & Transport	09/04/2014	09/04/2014	30/05/2014
Early Years & Childcare	14/04/2014	14/04/2014	
Registrars	22/04/2014	22/04/2014	17/06/2014
Licencing	24/04/2014	24/04/2014	19/06/2014
Housing	19/05/2014	19/05/2014	TBC
BSSD	17/06/2014	TBC	TBC
My Life	18/06/2014	TBC	TBC
Adult Education	30/06/14 01/07/14	TBC	TBC
School Admissions	10/07/2014	TBC	TBC
Building Control / Planning	22/07/2014 23/07/2014	TBC	TBC
Children Social Care	TBC	TBC	TBC

### **Supporting Change**

3.16 The Head of Customer Service and the Customer Focus Group have developed and updated the Channel Management Strategy in **Appendix 3** and summary of targets which is in **Appendix 4**.

3.17 This document is designed to support the change required for the organisation to maximise the investment in self-service alternatives for customers, and reduce our contract costs in the future.

3.18 Liberata have in turn developed a Channel Strategy Delivery Programme and Channel Shift Tracker to maximise opportunities to move customers to the new ways of accessing services, and to monitor and measure channel shift.

3.19 A range of specifically targeted promotional campaigns will be developed as part of this, which will use Mosaic data to identify appropriate customer groups. This will result in a communications based approach to encouraging customers to transact online with the Council, segmenting customers by type and on a geo-demographic basis in order to allow the cost effective targeting of marketing activity designed to reduce customer contact through traditional access channels.

### **Driving Change**

3.20 This workstream delivers a focused means of removing elements of customer access via traditional channels. This will take place where there is an established and highly effective online or automated service delivery alternative.

3.21 A planned trial to move all applications for temporary highway licenses to on-line access only is due to launch shortly. It is envisaged this will provide the template to plan further channel migrations to self-service alternatives.

3.22 Further processes for consideration should include school admissions, reporting missed waste collections, penalty charge notice appeals, parking permits and visitor vouchers, green garden waste subscriptions and renewals and planning applications.

## **4. FINANCIAL IMPLICATIONS**

5.1 The savings identified throughout the Health check process are identified to fund the Web Portal investment.

<b>Non-Applicable Sections:</b>	Policy, Legal, Personnel
Background Documents: (Access via Contact Officer)	