

Decision Maker: EXECUTIVE AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: Wednesday 7 January 2015

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

Title: CUSTOMER SERVICES MONITORING REPORT

Contact Officer: Duncan Bridgewater, Head of Customer Service
Tel: 0208 461 7676 E-mail: Duncan.Bridgewater@bromley.gov.uk

Chief Officer: Director of Corporate Services

Ward: (All Wards)

1. Reason for report

This report provides information on the performance of the Customer Service Contract provided by Liberata for the period 1 April 2014 to 30 November 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.

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:
-

Financial

1. Cost of proposal: Not Applicable:
 2. Ongoing costs: Not Applicable:
 3. Budget head/performance centre: 437000
 4. Total current budget for this head: £830,000
 5. Source of funding:
-

Staff

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

Legal

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

Customer Impact

1. Estimated number of users/beneficiaries (current and projected):
110,000 visitors, 720,000 phone calls, 30,000 e-mails and 3,300,000 web visits annually
-

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, as 'client unit' monitors the contract with Liberata against the set Key Performance Indicators, see appendix 2.

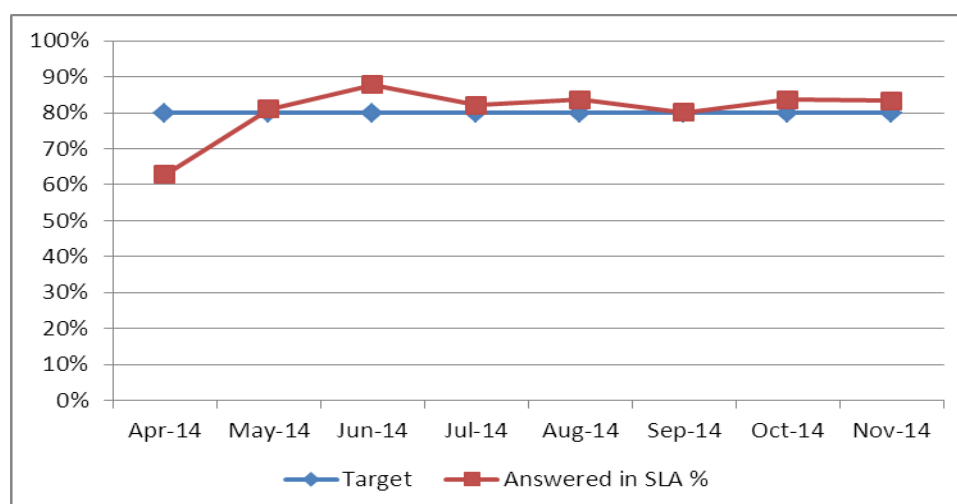
There are a number of key achievements since the partnership began, they include:

- Former Customer Service staff (32) moved off Bromley IT equipment and network
- Contact Centre telephony system replaced
- SMS text messaging system been deployed for use across services
- Contact Centre has been refurbished
- Responsive Web site and E-pay live
- My Bromley Account in final development stages, due to go live January 2015
- Evidence Drop Point merged into Main Reception
- Service reviews being carried out on retained services
- Action plan being developed to deliver the Access Channel Strategy to manage down call and visitor volumes

Customer Services - Contact Centre

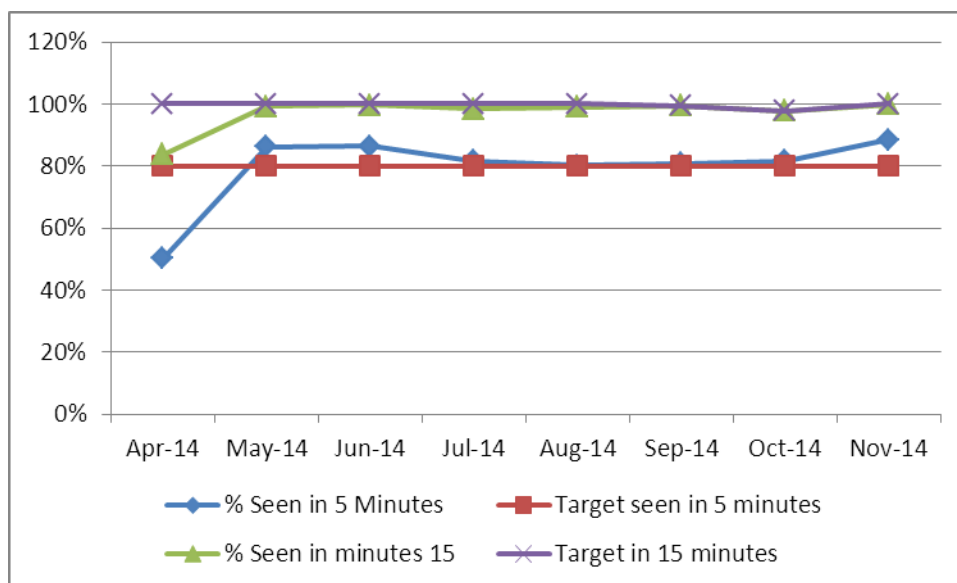
3.2 Performance in both front facing and contact centre services dipped towards the end of the financial year. A series of meetings with key managers from the contractor were arranged, and a service recovery plan was developed and agreed. As a result of this and close monitoring by the client, service recovered and stabilised across the summer. Performance continues to be closely monitored by the client. Since Liberata implemented their recovery plan in April 2014, service has recovered in both the Contact Centre and Reception. Performance has remained consistently above target since that time.

Activity period	ACD calls offered	ACD calls handled	Handled in SLA	Answer %	Target	Answered in SLA %
Apr-14	15738	14246	8957	91%	80%	63%
May-14	16560	16048	13010	97%	80%	81%
Jun-14	15332	15077	13237	98%	80%	88%
Jul-14	14657	14274	11718	97%	80%	82%
Aug-14	15423	14591	12201	95%	80%	84%
Sep-14	17698	16107	12895	91%	80%	80%
Oct-14	14160	13774	11517	97%	80%	84%
Nov-14	11387	11077	9229	97%	80%	83%
Totals	120955	115194	92764	95%	80%	81%



Receptions

Activity period	Customers Served	Seen in 5 minutes	Seen in 15 Minutes	% Seen in 5 Minutes	Target seen in 5 minutes	% Seen in minutes 15	Target in 15 minutes
Apr-14	4113	2063	3446	50%	80%	84%	100%
May-14	2191	1889	2177	86%	80%	99%	100%
Jun-14	2104	1820	2095	87%	80%	100%	100%
Jul-14	2283	1865	2249	82%	80%	99%	100%
Aug-14	2058	1650	2038	80%	80%	99%	100%
Sep-14	2932	2371	2919	81%	80%	100%	100%
Oct-14	2465	2013	2410	82%	80%	98%	98%
Nov-14	1896	1677	1893	88%	80%	100%	100%
Totals	20042	15348	19227	77%		96%	

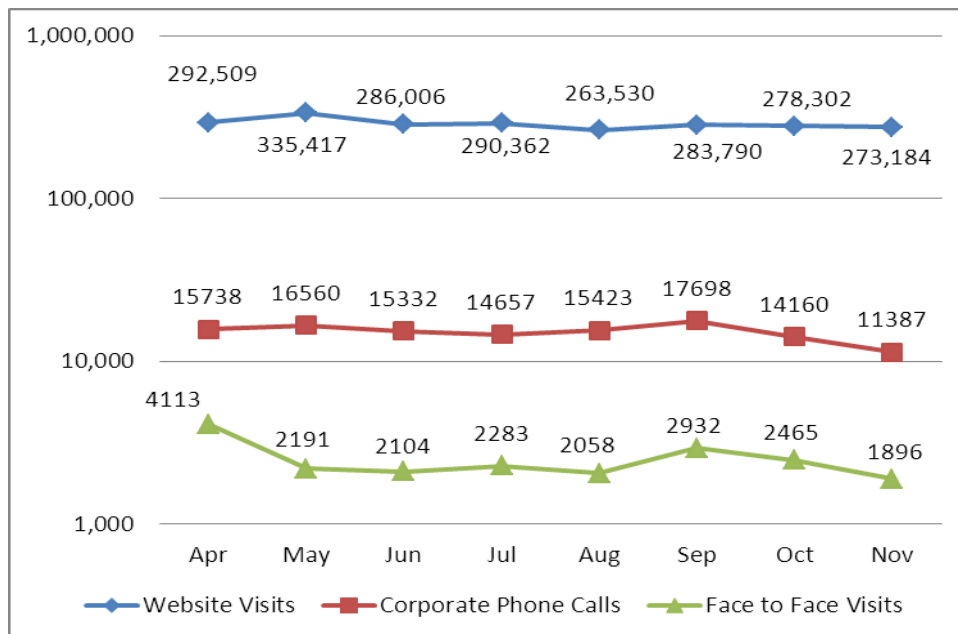


Web

3.3 The table below shows the performance of the web team against target for providing updates to web pages within the specified time period. Web visits remain high, although there has been a slight reduction since the summer. Year on year web visits have increased.

Title	Measure	Monitoring Frequency	Reporting Frequency	Target	Performance
Critical Updates	% completed within 1 working hour	Daily	Monthly	100% within 1 working hour	100%
Urgent Updates	% completed within 1 working day	Daily	Monthly	100% within 1 working day	100%
Important Updates	% completed within 2 working days	Daily	Monthly	100% within 2 working days	99.8%
Regular Updates	% completed within 5 working days	Daily	Monthly	100% within 5 working days	99.7%

3.4 The table below shows an analysis of customer contact across web, face to face and phone channels.



Quality Monitoring

3.5 A random selection of phone calls are monitored by the client and scored against an agreed quality standard on a monthly basis. This looks at both the service delivered to the customers and the quality of the information passed through to the service teams. Reception services are observed to achieve the same outcome, and the web team monitor general web performance, e-forms that are not completed and repair any broken links identified, which is analysed through an automatic process.

3.6 Service Teams have been provided with a template to report on a monthly basis any errors they feel have been made by the contractor. The returns enable investigation and remedial action where necessary to improve performance.

3.7 The issues identified by this process are a similar volume to when the service was delivered directly by the Council. Support from the client and regular liaison meetings between the contractor and services are an essential tool in maintaining this standard.

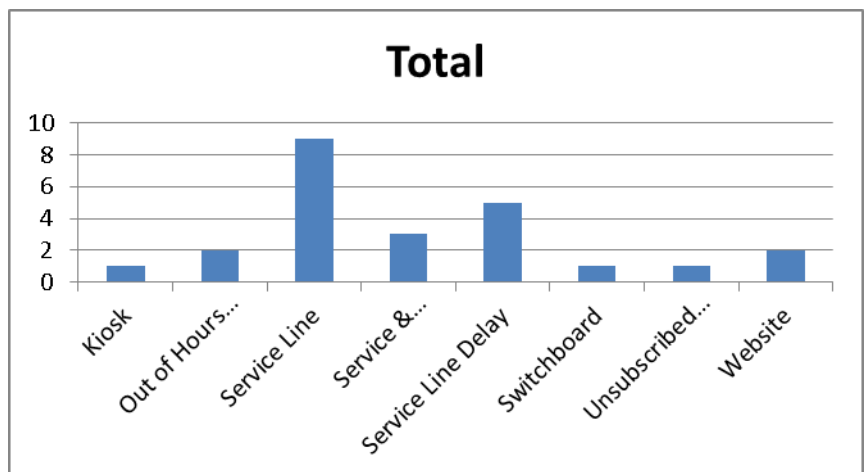
Customer Satisfaction Surveys

3.8 A random sample of customers is surveyed each month by the contractor to evaluate satisfaction with the service provided. This began recently with 85.5% of customers being satisfied with the service provided by the contact centre.

Complaints and Compliments

3.9 The total number of complaints received throughout the year was 24, with the main type of complaint relating to the service teams rather than the contact centre. There were 13 compliments.

Type	Total
Kiosk	1
Out of Hours Service	2
Service Line	9
Service Line & Contact Centre	3
Service Line Delay	5
Switchboard	1
Unsubscribed Email	1
Website	2
	24



Each complaint has been received via email through the Head of Customer Services.

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. Other Councils have made significant savings as a result of this approach and moving towards digital by default.

3.11 The portal, known as MyBromley Account will launch early 2015, preceded by a campaign period to encourage residents to pre-register. A discreet, soft launch will happen in January 2015 (subject to confirmation). Annual billing in March 2015 will trigger the main thrust of a campaign to encourage residents to register for a MyBromley Account.

3.12 A range of publicity and targeted marketing campaigns are planned throughout the first part of 2015, which will be reviewed, developed and possibly extended as we approach the summer. These include:

- Poster sites in car parks and Adshel sites
- Waste trucks
- Update, Environment Matters, Inform
- Facebook and Twitter

A sample of publicity and the buttons for the web site home page are in Appendix 3.

3.13 The following service headlines will be available through MyBromley Account when it launches early 2015:

- Council Tax
- Benefits
- Pre-filled forms, save and return to forms

3.14 A full list of service types and forms that will be available from launch is in Appendix 4.

3.15 MyBromley Account will not limit anonymous access to any web services that are currently available.

Customer Contact Health checks

3.16 Liberata is 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.

Liberata Health Check Update Plan – December 2014

Service	Report Complete	Service Comments	Actions Agreed	Savings	Investment
Trade Waste	Yes	Yes	Yes	none	-
Highways & Transport	Yes	Yes	Yes	none	-
Registrars	Yes	Yes	Yes	£9k	£4k
Early Years	Yes	Yes – Final draft due 17/12/14	TBA		
School Admissions	Yes	Awaiting information from service	TBA		
Licencing	No	Awaiting information from service	TBA		
Housing	Yes	Yes - Final draft due 17/12/14	TBA		
BSSD & MyLife	Yes	Awaiting service feedback (January)	TBA		
Adult Education	Yes	Yes – Final draft due 12/12/14	TBA		
Planning	No - 12/12/14	TBA	TBA		
Building Control	No - 12/12/14	TBA 7	TBA		

3.17 The contract is performing well, and progress on MyBromley Account is pleasing. Strong contract management by the Council should ensure good progress continues. Robust mechanisms are in place to monitor errors, measure quality, customer satisfaction and progress on projects. These will continue to be developed and refined as the needs of the organisation change and projects conclude.

4. POLICY IMPLICATIONS

[Click here and start typing](#)

5. FINANCIAL IMPLICATIONS

5.1 Set up costs

The set up costs for the contract included replacing the telephony system in the contact centre, moving the staff onto Liberata network and hardware, plus the portal set up costs. These are detailed below.

Customer Services - set up & portal costs	2013/14 - invoiced	2014/15 – to be invoiced	
Invoices paid			
IT & Transition (set up of contract)	88,866		
Middleware Procurement & Development	69,029		
Portal Spec & Maintenance		40,500	
SMS Procurement & Development	10,412		
Invoices to be paid			
Portal Design		22,193	
Authentication Mechanism and Knowledge System		40,000	
Enterprise Service Bus		24,000	
Service Line Integration		35,000	
Total	168,307	161,693	330,000

The Portal will provide customers secure on-line access to council services, and will be the catalyst for changing customer behaviour in the future. Reducing contact from face to face and telephone contact, shifting to self-service access will enable savings for the Council and reduce future contract costs. The funding of this was allocated on an 'invest to save' basis. Pay back is to be identified through a review of retained services described below. Whilst this work is ongoing, savings of £9K have been identified. The balance should be found once this process completes, with pay back being realised partially in 2015/16, and the remaining in 2016/17.

6. LEGAL IMPLICATIONS

Click here and start typing

7. PERSONNEL IMPLICATIONS

Click here and start typing

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