

Decision Maker: EXECUTIVE AND RESOURCES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: Thursday 9 July 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 December 2014 to 31 May 2015. A letter from Amanda Inwood – Field, Contract Director for Liberata, provides her update on each individual element and is attached at **Appendix 1**.

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: N/A
 2. Ongoing costs: N/A
 3. Budget head/performance centre: 437000
 4. Total current budget for this head: £846,000
 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):
104,000 visitors, 860,000 phone calls, 30,000 e-mails and 4,600,000 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.

MyBromley Account

MyBromley Account was launched in March 2015. As of 1st June, there are over 7000 registered account users.

MyBromley Account users can access their Council Tax account information, subscribe for newsletters and updates, save personal details and partially completed forms.

To inform residents of the new MyBromley Account a range of publicity events and an insert in the Council Tax bill were arranged early in the year. Liberata also sponsored a prize draw for residents of the borough who fully registered with the site to win an I-pad.

A project team is developing a roadmap to expand the range of services, information and options available through the MyBromley Account. A further report will be provided for the September meeting which will outline the development programme for the MyBromley Account.

In the meantime Members are asked to encourage constituents to register for a MyBromley Account.

Web

The table below shows the performance of the web team against target for providing updates to web pages within the specified time period.

| 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 | 99.7% |
| Regular Updates | % completed within 5 working days | Daily | Monthly | 100% within 5 working days | 99.5% |

E Form Development

| Month | Form Amendments | New Form Requests | Total Requests |
|----------|-----------------|-------------------|----------------|
| December | 11 | 4 | 15 |
| January | 68 | 1 | 69 |
| February | 32 | 2 | 34 |
| March | 76 | 5 | 81 |
| April | 60 | 10 | 70 |
| May | 90 | 2 | 92 |

Web Content Requests

| Month | Content Requests | Events | Press Releases | Total Requests |
|------------|------------------|--------|----------------|----------------|
| December | 134 | 36 | 10 | 180 |
| January | 76 | 32 | 8 | 116 |
| February * | 64 | 5 | 11 | 80 |
| March | 101 | 28 | 10 | 139 |
| April | 167 | 10 | 3 | 180 |
| May | 85 | 42 | 11 | 138 |

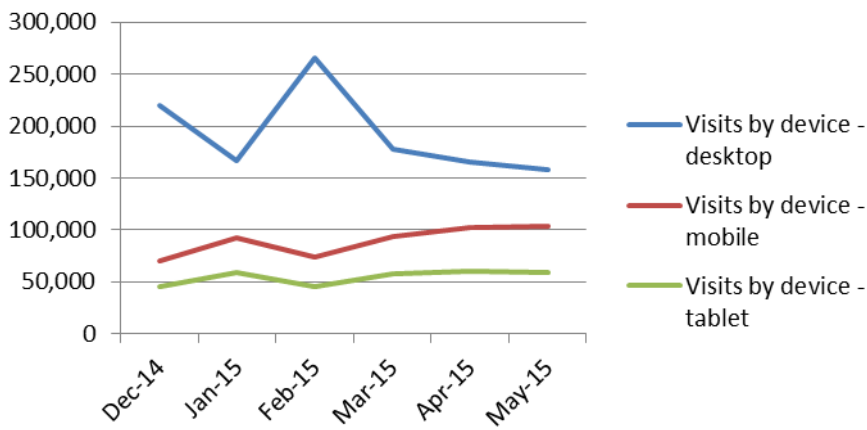
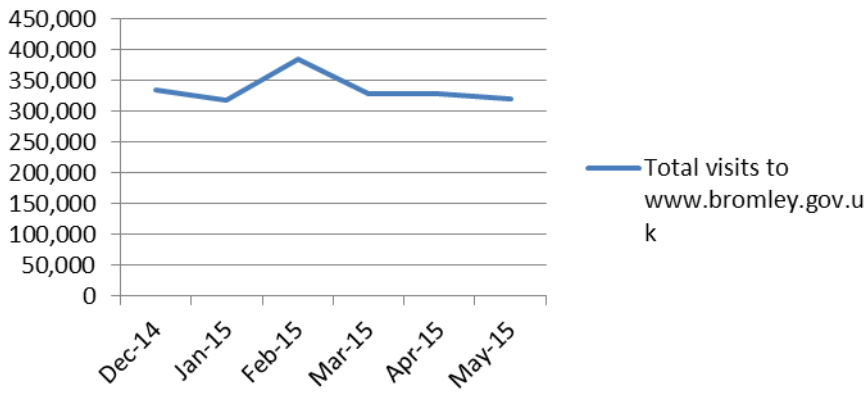
The web team continue to perform well, either meeting their targets, or within acceptable tolerance of the target.

Web activity

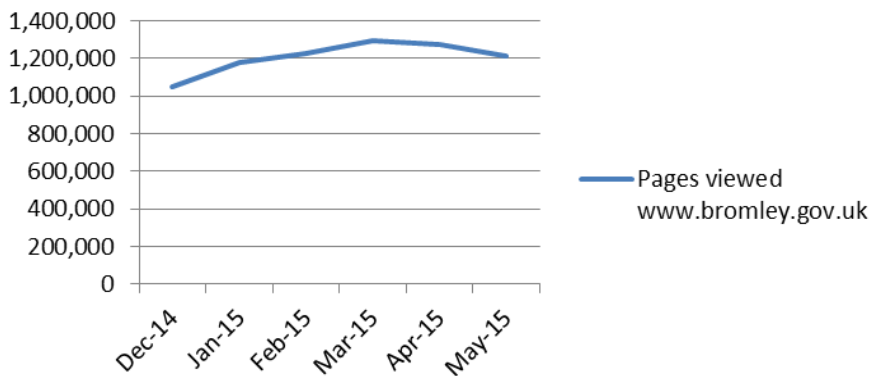
| | Dec 14 | Jan 15 | Feb 15 | March 15 | April 15 | May 15 |
|---------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Total Visits | 335,371 | 317,435 | 384,272 | 328,859 | 327,465 | 320,006 |
| Pages Viewed | 1,045,731 | 1,180,332 | 1,224,917 | 1,294,247 | 1,271,381 | 1,210,192 |
| Visits from desktop | 219,799 | 166,112 | 264,990 | 177,737 | 165,613 | 157,507 |
| Visits from mobile | 69,962 | 91,904 | 73,381 | 93,433 | 102,070 | 103,607 |
| Visits from tablet | 45,610 | 59,419 | 45,901 | 57,689 | 59,782 | 58,892 |
| % non-desktop | 34.5% | 47.7% | 31.0% | 46.0% | 49.4% | 50.8% |
| Forms completed | 3970 | 5,833 | 4,669 | 7555 | 8202 | 7546 |

General web volumes are detailed above. It is interesting to note that for the first time in May 2015 more than 50% of visits to www.bromley.gov.uk were via mobile device.

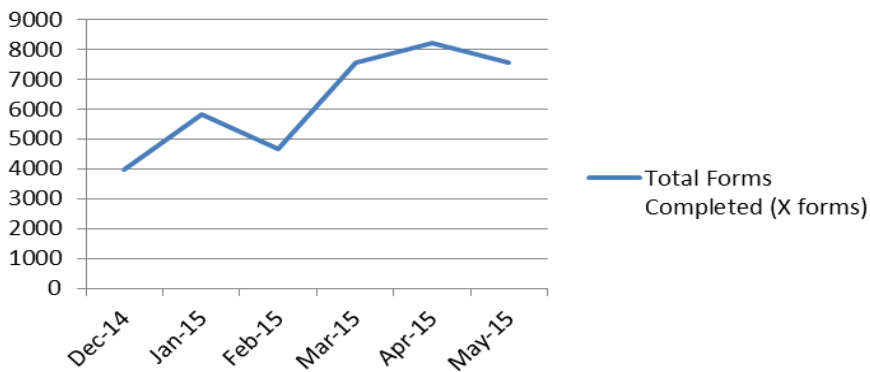
Total visits to www.bromley.gov.uk



Pages viewed www.bromley.gov.uk

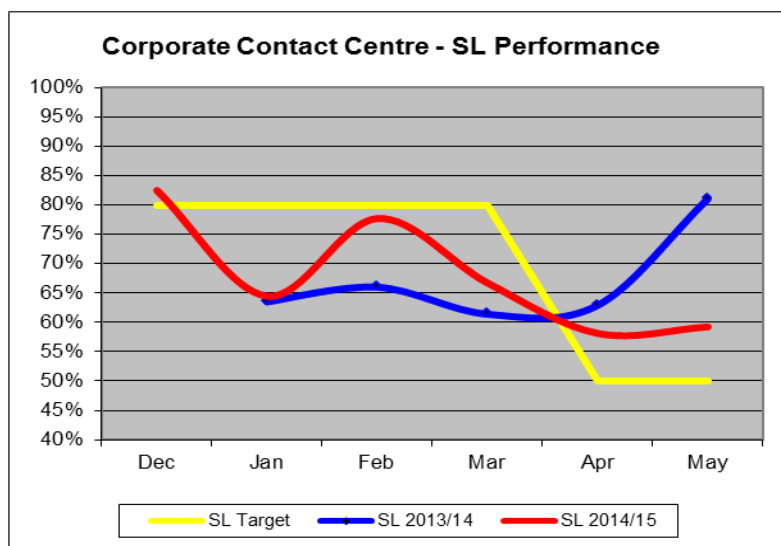
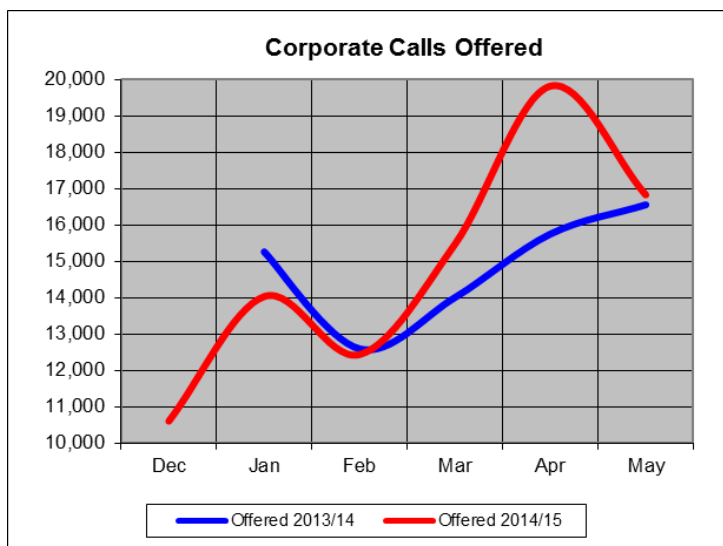


Total Forms Completed (X forms)



Contact Centre

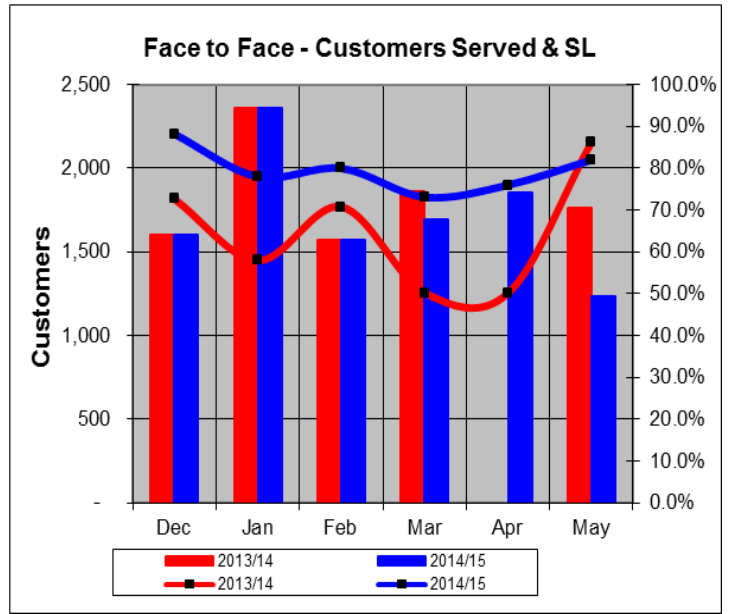
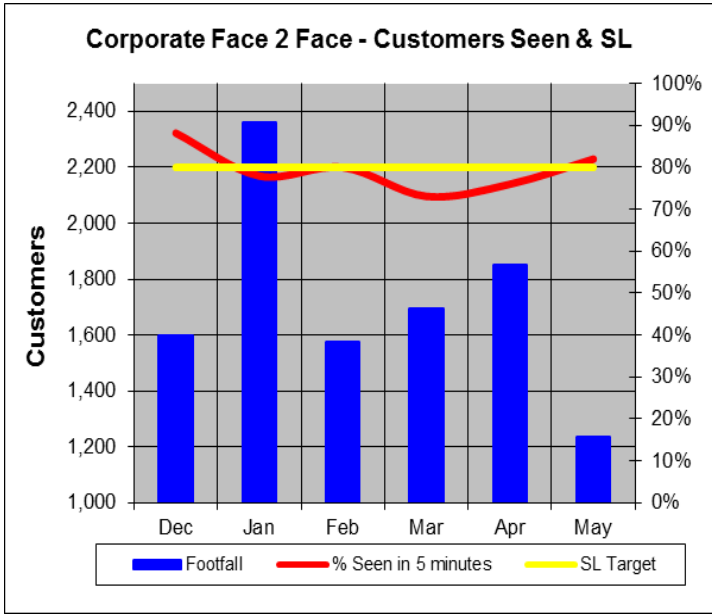
The graphs and table below show the Contact Centre performance responding to phone calls, against target. The response to phone calls changed in April 2015. Previously, the target was to respond to 80% of calls within 30 seconds. A baseline saving was offered to the Council, and accepted, which changed the target to 50% calls answered within 1 minute.



| | Dec-14 | Jan-15 | Feb-15 | Mar-15 | Apr-15 | May-15 |
|-------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Offered | 10,605 | 14,034 | 12,437 | 15,478 | 19,826 | 16,834 |
| Answered | 10,323 | 12,584 | 11,875 | 14,483 | 15,773 | 14,760 |
| % of calls answered | 97.3% | 89.7% | 95.5% | 93.6% | 79.6% | 87.7% |
| Abandoned | 282 | 1,450 | 562 | 995 | 4,053 | 2,074 |
| Answered within service level | 8,514 | 8,114 | 9,227 | 9,665 | 9,168 | 8,744 |
| Target | 80.0% | 80.0% | 80.0% | 80.0% | 50.0% | 50.0% |
| % answered in 30 secs | 82.5% | 64.5% | 77.7% | 66.7% | 58.1% | 59.2% |
| Average wait in secs | 24 | 74 | 33 | 52 | 143 | 99 |

Reception

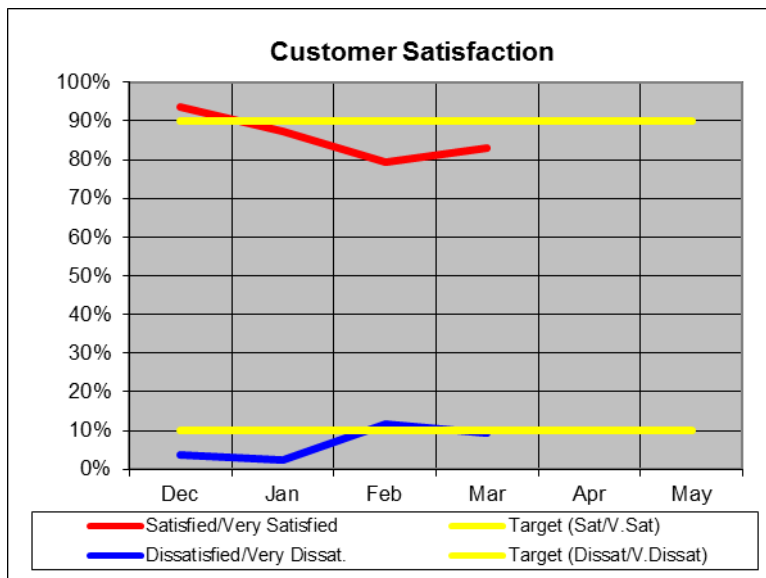
The graphs and table below show Reception’s performance responding to visitors, against target.



| | Dec-14 | Jan-15 | Feb-15 | Mar-15 | Apr-15 | May-15 |
|----------------------------------|--------|--------|--------|--------|--------|--------|
| Footfall | 1,600 | 2,361 | 1,574 | 1,693 | 1,853 | 1,234 |
| Target - 80% in 5 Minutes | 88.2% | 78.0% | 80.0% | 73.1% | 76.0% | 82.0% |

Customer Satisfaction Surveys

791 customer satisfaction surveys have been completed in the period of this report. The contractor is required to survey a random sample of customers, and achieve over 90% of customers who are either satisfied or very satisfied, and less than 10% dissatisfied or very dissatisfied. The graph and table below show the performance. Surveys were not completed during April and May due to capacity issues caused by higher call volumes, however they recommenced in June.



| | Dec-14 | Jan-15 | Feb-15 | Mar-15 | Apr-15 | May-15 |
|--------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Satisfied/very satisfied | 93.5% | 87.5% | 79.5% | 83.0% | | |
| Dissatisfied/very dissatisfied | 3.6% | 2.3% | 11.6% | 9.3% | | |

Complaints and Compliments

The total number of complaints received throughout the period was 16.

| | Dec-14 | Jan-15 | Feb-15 | Mar-15 | Apr-15 | May-15 |
|----------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Email Delay | | | | | | 1 |
| Opening hours | | 1 | | | | |
| Service Issue | | 1 | | | | |
| Service Issue / CSC | | 1 | | | | |
| Contact Centre | | | 2 | | | |
| OOH Service | | 1 | 1 | | | |
| Service of CSC | 1 | | | | 8 | |

Customer Contact Health Checks

Work is continuing on the Health Checks, and is almost complete. A full report on this will be brought to the September meeting.

4. POLICY IMPLICATIONS

None

5. FINANCIAL IMPLICATIONS

The report in September will highlight the financial savings as a result of the Health Check work.

LEGAL IMPLICATIONS

None

6. PERSONNEL IMPLICATIONS

None

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

Appendix 1

Mark Bowen
Director of Corporate Services
London Borough of Bromley
Civic Centre
Stockwell Close
Bromley
BR1 3UH

Date: 20th June 2015

Our Ref: AIF/TB

Dear Mark,

As we approach the July Executive & Resources PDS meeting where we consider and review the performance of Corporate Customer Services, we take this opportunity to write to you with Liberata's assessment of the performance of this critical high profile service that we provide to London Borough of Bromley (LBB) and its citizens.

This summary covers performance for the period 1st December 2014 to 31st May 2015.

In December the Council took the decision to north-shore the Contact Centre services and this resulted in an adverse effect on performance as staff felt unnerved by the announcement.

The service level performance was mixed which was disappointing as we had exceeded our target for 8 months up to and including December. Despite this the Corporate Contact Centre still managed to answer 90% of all calls offered for the period December 2014 to May 2015.

During April we changed the switchboard telephony system onto Liberata's Mitel platform, and in April and May the Contact Centre experienced very high call volumes in the run-up to the General Election and this was evident in the face-to-face team also.

During March we started to implement the plan to transfer calls from Bromley. We trained staff in our Barrow Shared Service Centre (SSC) to handle missed bins calls, and this was later extended to include 3 other related service lines plus calls coming into the switchboard. By the end of May the SSC team were answering 40% and 86% of corporate and switchboard calls respectively. Initial feedback to the migration has been extremely positive and good practice cited as being demonstrated by the Barrow team.

Performance in our face-to-face team was generally good although dips in performance were evident when the footfall significantly increased as stated above and during the school admissions period.

The period to 31st May, also saw a big improvement delivered by our out-of-hours partner, Appello – Careline with them achieving a very good service level.

The corporate website goes from strength to strength and now has almost 2 million unique visitors to the site viewing over 14 million pages a year. For the first time in May 2015 we also saw mobile devices and tablets outperforming desktop computers as the preferred method to view the website. We expect this trend to continue, particularly as the site is now responsive.

The programme of Health Checks has now been completed; however some additional work is required with School Admissions, Corporate Telephony and the Financial and Debt Recovery proposals. These will be completed by the end of July. Sitting alongside the health checks, Liberata

have been working with services to design new approaches to service delivery and migrate customers to online channels, helping to reduce costs. In recent months Liberata have worked with Waste services and Parking to look at ways to reduce demand through traditional channels and move customers to online and self-serve options. Liberata are in the process of collating a Channel Management Plan which will incorporate the outcome of the healthchecks, baseline reviews and any channel shift activity.

The Bromley portal which is a secure, robust customer authentication portal that enables channel shift from telephone and face to face services went live in March 2015. As of 2 June 2015 the number of people who have registered an account and signed in at least once to accept the terms and conditions is 5,445.

Experience at North Somerset and other authorities has shown that ultimately the best method to drive channel shift is to provide good online services and then remove the telephony and face to face service. In addition, increasing take up of the portal will be achieved through a number of marketing campaigns. We also intend to develop bespoke campaigns based on geo-demographic profiling techniques. These programme activities will be rolled out over the next 12 months, and this will see the number of residents registered increase significantly.

The Portal and related Liberata developments are already building upon existing capability within the Bromley website. The average number of online forms completed on the Bromley website has increased from an average of 4,000 per month in the Jan –May 2014 period to 6,800 per month in the Jan – May 2015 period. The increase largely driven by the introduction of the garden waste collection form. Customers who are logged into their MyBromley Account benefit from basic contact field details being pre-filled.

Further service lines for integration with the portal are being identified by business cases generated by “health checks” undertaken by Liberata analysts with LBB departments. For some services where there are pre-existing portals such as Housing and Revenues & Benefits the MyBromley Account is proposed as the primary registration system. The guiding principle is to see the MyBromley Account as the account which all households are encouraged to register. Some customers will want more specific functions and information for their particular needs – for example landlords, benefit claimants, social care clients and housing tenants. The more detailed functions and information are better provided by system designed specifically for the purpose. For example Capita Connect is a revenues and benefits portal designed specifically for landlords, benefit claimants and council tax payers requiring detailed information which LB Bromley has already invested in.

Liberata remains firmly committed to delivering an outstanding service to the London Borough of Bromley and its citizens.

Yours sincerely,

Amanda Inwood-Field
Contract Director

Appendix 2 - Performance Monitoring

Customer Contact Centre - Key Performance Indicators (KPI's)

| | Measure | Definition | Target 1/11/13-31/3/15 | Target from 1/4/15 |
|---|-------------------------|--|---|---|
| 1 | Call Management | Number of calls answered by the agents within the specified timescales compared to total number of calls received | 80% Calls answered within 30 seconds | 50% Calls answered within 1 minute |
| 2 | Email Management | Number of emails responded to within 5 working days compared to total number of emails received | 100% responded to within 5 working day | 100% responded to within 5 working day |
| 3 | Face to Face Management | Number of customers entering the reception areas must be seen within 5 minutes of their arrival compared to total number of customers, remainder within 15 minutes | 80% of customers seen within 5 minutes of arrival | 80% of customers seen within 5 minutes of arrival |
| 4 | Switchboard Management | % of calls bailed to operator or requesting operator answered within 15 seconds | 95% answered within 15 seconds | 50% Calls answered within 1 minute |
| 5 | Customer Satisfaction | % of randomly selected customers, across different channels are either satisfied or very satisfied | 90% | 90% |

Web Management – Key Performance Indicators (KPI's)

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