

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

**Date:** Thursday 7 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<sup>st</sup> December 2015 to 31<sup>st</sup> May 2016.

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: £849,000
  5. Source of funding: Revenue
- 

### 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):  
66,000 visitors, 3000,000 phone calls, 30,000 e-mails and 3,700,000 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 monitors the contract with Liberata against the set Key Performance Indicators, see appendix 2.

#### Contact Centre

3.2 Overall the contract has performed well. Call volumes increased in April, as is normal at the start of a new financial year. However, this has continued throughout May mainly due to the London Elections and the EU referendum, and has impacted on the service level (SL) performance. Call volumes are anticipated to remain high up to the referendum, after which performance should recover. The wait and talk times below are averages, in seconds, across the respective months.

3.3 The table below shows the Contact Centre performance.

	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16
<b>Offered</b>	12,123	14,863	14,921	16,894	18,602	20,290
<b>Answered</b>	11,550	13,477	13,190	14,828	15,939	15,150
<b>% of Calls Answered</b>	95.3%	90.7%	88.4%	87.8%	85.7%	74.3%
<b>Abandoned</b>	573	1,386	1,731	2,066	14.3%	5,140
<b>Answered in SL</b>	8,842	8,287	7,622	8,304	8,253	6,439
<b>SL Target</b>	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%
<b>% of Calls Ans. in 60 sec</b>	76.6%	61.5%	57.8%	56.0%	51.8%	42.5%
<b>Wait Time (secs)</b>	54	110	134	129	142	174
<b>Talk Time (secs)</b>	245	190	254	255	244	252

#### Out of Hours Service

3.4 The table below shows contact centre performance of the out of hours contact centre provider, which continues to perform well.

	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16
<b>Offered</b>	842	873	738	1,076	916	1,184
<b>Answered</b>	801	850	712	1,035	893	1,155
<b>% of Calls Answered</b>	95.1%	97.4%	96.5%	96.2%	97.4%	97.5%
<b>Abandoned</b>	40	23	26	33	23	29
<b>Answered in SL</b>	672	728	81	817	785	1,002
<b>SL Target</b>	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%
<b>% of Calls Ans. in 30 sec</b>	80.7%	84.3%	80.7%	76.5%	87.0%	85.0%

#### Emails

3.5 The table below shows the number of emails responded to against target.

	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16
<b>Emails Received</b>	1,298	1,479	1,296	1,476	1,767	1,719
<b>Emails Processed Greater Than 5 Days Old</b>	0.0%	0.2%	0.1%	0.0%	5.7%	6.00%

#### Reception

3.6 The table below show Reception's performance responding to visitors, against target. Visitor volumes traditionally increase around annual council tax billing in March and continue throughout April. Volumes in May have reduced and performance against target is recovering. The 'triage' reception desk at the front door is working well and reduces customer waiting times.

	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16
<b>Footfall</b>	1,400	1,807	1,579	1,604	2,037	1,784
<b>80% in 5 Minutes</b>	87.5%	92.5%	83.1%	74.9%	76.4%	79.5%
<b>SL Target</b>	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%

## Bromley Knowledge

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

<b>Title</b>	<b>Measure</b>	<b>Monitoring Frequency</b>	<b>Reporting Frequency</b>	<b>Target</b>	<b>Performance</b>
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	100%
Regular Updates	% completed within 5 working days	Daily	Monthly	100% within 5 working days	100%

3.8 For information, the volume of work on the website is detailed below.

<b>Request</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>
Web Page Update	29	56	36	64	62	53
Online Form creation/amendments	20	50	57	48	67	79
Online Payment integration	2	3	2	1	1	0
News Item	3	2	2	1	2	0
Press Release	10	7	5	7	8	5
Carousel Item	3	3	1	3	3	1
Friendly URL Creation	2	1	2	2	2	1
Social Media item	4	6	4	3	2	5
Event promotion	2	0	0	1	1	1
Other	9	6	7	9	9	8
<b>Total</b>	<b>70</b>	<b>86</b>	<b>120</b>	<b>141</b>	<b>157</b>	<b>153</b>

## Web Activity

3.9 Web volumes remain consistent over the last few months, with slight increases in March, April and May which are down to Council Tax annual billing and the London Elections and EU referendum. We have seen a steady and sustained growth of forms being completed online. It is important to note the growing number of

forms being completed by My Bromley Account holders. We have also seen a steady increase in the number of people viewing the website on a mobile or tablet device.

3.10 Work continues to develop our on-line offer to customers, and a new and enhanced bulky waste collection module was recently launched. Appointment bookings for Registrars are due to be released too.

3.11 The table below highlights overall activity.

	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16
Total visits to www.bromley.gov.uk	254,343	331,190	277,506	333,870	324,489	339,170
Pages viewed www.bromley.gov.uk	949,477	1,245,869	1,068,693	1,353,160	1,290,095	1,291,436
Visits by device - desktop	119,341	157,276	138,113	160,581	154,333	156,287
Visits by device - mobile	90,077	117,763	95,358	118,446	119,242	128,906
Visits by device - tablet	44,925	56,151	44,035	54,843	50,914	53,977
% non-desktop	53.1%	52.5%	50.2%	51.9%	52.4%	53.9%
Total Forms Completed (X forms)	5413	7,355	7,465	11,100	10,203	10,400
% Forms completed by registered MBA users	9.61%	9.31%	8.67%	12.25%	14.33%	14.27%

### MyBromley Account

3.12 In terms of general progress, we have had a very successful registration campaign throughout annual billing of Council Tax. There are now over 25,000 active users.

3.13 A second survey of My Bromley Account customers has been carried out and there has been 1000 replies. These are currently being analysed, which should provide useful insight into what additional services customers would wish to see included within My Bromley Account. This will be reported in the next report to Members.

3.14 A new initiative has recently began, with the aim to reduce call volumes to the Revenues & Benefits Helpline. Customers are now being encouraged to log into their account to view council tax balances and to use the extensive suite of forms to apply for discounts, exemptions or to register a change of address or details, as well as requesting a refund. This has seen a doubling of on-line requests in some areas, and an overall increase in the number of forms being submitted. Feedback from customers has been generally positive.

3.15 Safeguards remain in place for those who are unable to access the web or cannot self-serve. This is provided by mediated access via the Contact Centre, and supported access via Reception/Library internet. PCs.

3.16 Redesign work of the My Bromley Account homepage is continuing in order to incorporate a range of personalised information to the user. This will encourage use of the account, and also provide quick and easy access to important and personal information for the customer.

### Customer Satisfaction Surveys

3.17 Liberata are required to survey a random sample of customers using Reception and Contact Centre services, and achieve over 90% of customers who are either satisfied or very satisfied, and less than 10% dissatisfied or very dissatisfied. The table below shows the performance of 629 surveys completed in the period of this report. It appears the dip satisfaction levels coincides with the increased call volumes and wait times.

	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16
<b>Satisfied/Very Satisfied</b>	83.3%	100.0%	81.9%	69.3%	86.3%	64.7%
<b>Dissatisfied/Very Dissat.</b>	16.7%	0.0%	18.1%	30.7%	13.7%	35.3%

### Complaints and Compliments

3.18 The total number of complaints received throughout the period was 6 and there was 1 compliment.

	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16
<b>Complaints</b>	0	4	0	0	0	2
<b>Compliments</b>	0	1	0	0	0	0

#### 4. POLICY IMPLICATIONS

None

#### 5. FINANCIAL IMPLICATIONS

The contract is forecast to spend to budget.

#### 6. PERSONNEL IMPLICATIONS

None

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

## **Appendix 1 – Letter from Liberata Contract Director**

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

Date: 5<sup>th</sup> June 2016

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 2015 to 31<sup>st</sup> May 2016.

### Customer Services performance

The Corporate Contact Centre performed well in the period December 2015 to May 2016 with an overall service level of 57% of calls answered in 60 seconds against a target of 50%, with some 86% of calls being answered in total. May proved to be a challenging month when service level fell below target with the Contact Centre receiving high call volumes on the registrars, waste and electoral services. The latter has been generated by a great deal of interest in the EU Referendum. A further strain on the Contact Centre during May was felt with a significant increase in emails compared to what would be received in an average month. To help with this demand, Liberata deployed some additional resource in their Shared Service Centre (SSC) to help deal with the increase in calls, and process the emails.

During the period, the team answered 96% of all Switchboard calls, with an overall service level of 92% against the same target of 50%.

Our SSC in Barrow now handle more than half of all Corporate calls and 92% of all Switchboard calls, and are delivering the service to a high standard.

Our Corporate face-to-face team have delivered a service level of 82% over the period against a target of seeing 80% of customers in 5 minutes. The team are now well into the practice of trying to complete as many customer transactions as possible at the new Triage Reception desk and by the Floor Walkers.

We have continued to work closely with our out-of-hours partner, and they continue to deliver a good service.

### Website performance

The Council website remains the most important method for customers to gain information or transact with the council with well over 300k unique visits each month. Interestingly, since the website was made responsive to mobiles and tablets, the number of visitors choosing to view the website in this way has risen to over 50% which is a trend we believe will continue.

### Forms and Digital by Default

Encouraging customers to use our extensive suite of forms is still a key aim and we are encouraged that we regularly achieve 10k forms plus, per month being submitted. The Revenue service also recently embarked on a project with Bromley Knowledge team and the Contact Centre to reduce call volumes and move to a digital by default environment. This meant withdrawing specific services and making them an online service only. The results of this have seen a doubling of transactions for customers wanting to register a change of address, or apply for a single person discount. We have also removed the option for customers to request a balance enquiry over the phone, again encouraging customers to register for a MBA and view their account online. Customer satisfaction remains high and as a result, the service is introducing further changes to other lines of business.

### MyBromley Account developments

MyBromley Account continues to grow and following the new bills being sent out for Council Tax, the number of active subscribers has risen to over 25,000.

Naturally the ability to present personalised content to users is key to customers returning, and to that extent, users can now see a personalised waste collection schedule and their council tax account information. We are continually working on other elements, some of which have been made available to us by the GIS team, however we are yet to place these elements within a personal account. Much of the development over the next few months will be how best to present this information without compromising or cluttering the MBA homepage.

We are also considering how we can maximise the use of alerts and notifications to customers who have registered to partially deflect demand, but also inform and engage with residents about issues they care about.

The main challenge for Liberata and the Council over the coming months will be the move to a new web language (.net to PHP) within Jada and some developments may be put on hold as the team have to manage their resources for this important migration.

### Surveys and feedback

Following the success of the last survey, we have reissued a slightly revised survey and have received over 1000 responses about MBA and what developments customers would like us to pursue. Top of the list was Electoral services which we will be discussing with the development group. Revenues and Benefits were also popular with customers wanting to do more online and a greater ability to manage their own account.

Customers found registering and using the website easy to use, however we are slightly concerned that return visits remain low. We hope to counter this with the development of the alerts and notifications and increasing the range of services available within the account.

### Web developments

Customers can now perform even more tasks online including booking an automated Bulky Waste collection. While this has proved very challenging to introduce and taken longer than we would have liked, the service is now live, reducing the number of calls to the CSC for this service. The next phase is to introduce aspects of the Registrars service in a similar way.

Work also continues on a number of channel shift projects to help reduce traditional contact methods, including changes to IVR messaging to Parking and developing an online booking system for Registrars.

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	Call Management	Number of calls answered by the agents within the specified timescales compared to total number of calls received		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
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
4	Switchboard Management	% of calls bailed to operator or requesting operator 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%

### 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