

Appendix 1

Digital Customer 2020 Transformation

1. Introduction

1.1 Bromley's draft 2018/19 budget report highlights the ongoing need for the Council to find efficiencies and identify mitigating actions to address cost pressures. In it, the four year projection shows a significant budget shortfall.

1.2 It goes on to say that apart from supply side improvement, there remains the need to manage future demand by ensuring there is a focus on outcomes, rather than service delivery. This includes the need to rethink the relationship between the citizen and the service.

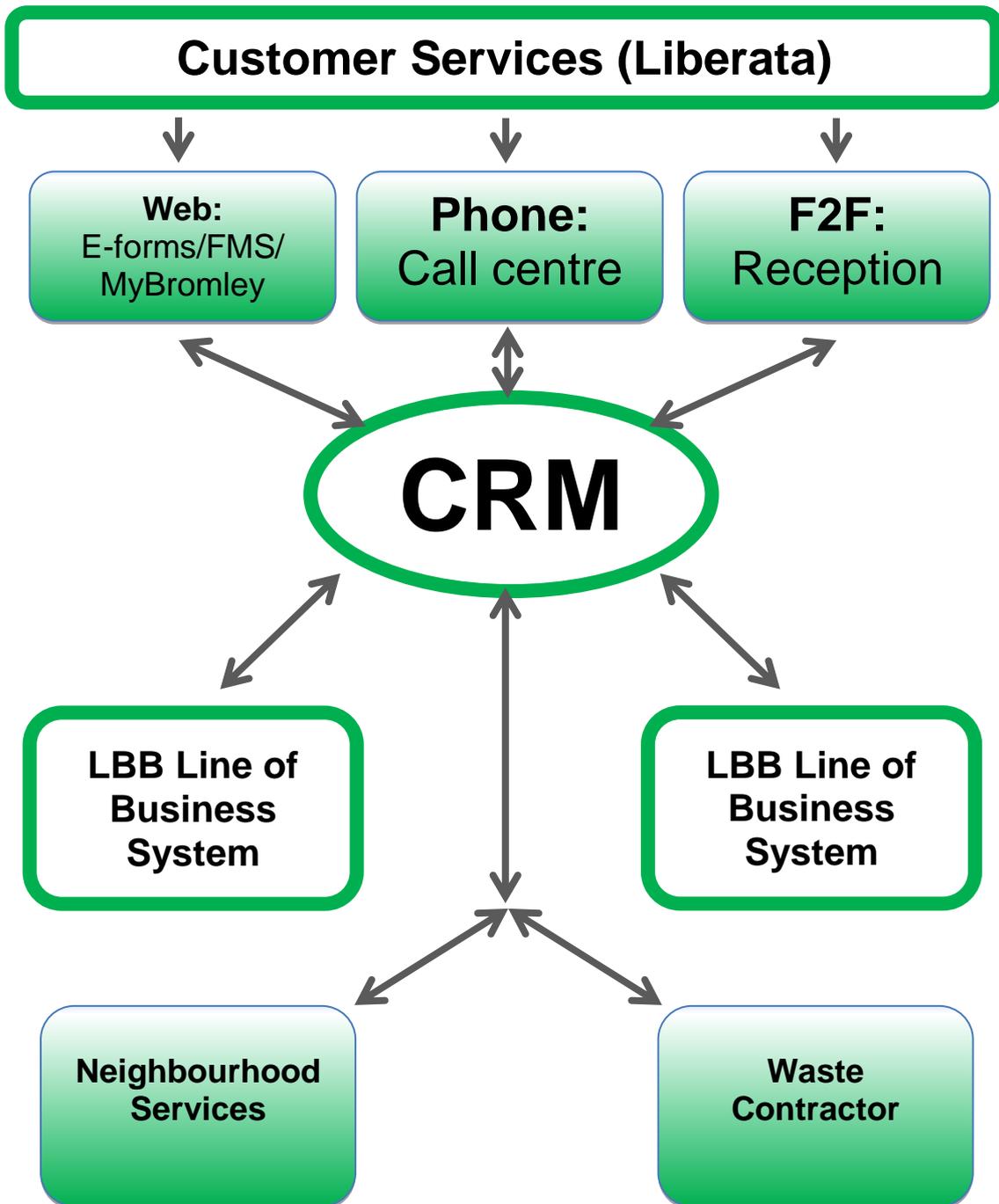
1.3 Therefore, the benefits of encouraging citizens to interact with us electronically to reduce overall 'cost to serve' through front and back office services should not be underestimated. Done well, the short-term pain of changing customer behaviour could well reap significant and longer term benefits across the whole organisation, particularly when coupled with an outcome-based approach to service delivery.

1.4 The direction of travel commissioning strategy states that our vision is to make sustainable savings whilst transforming services to make them more effective. The council must develop better relationships with its most critical providers to achieve our shared business requirements, identifying providers that will assist with transformation, securing services at better value from those on which we are heavily reliant, developing alternative sources of supply and management.

2. Commentary

2.1 Customer Services is contracted to Liberata until March 2020. Currently there are 200,000 service-type telephone calls (non-switchboard), 25,000 visitors and 20,000 e-mails handled by the corporate contact centre service each year. In addition to this, the team also manages the content of the corporate web site, which receives almost 4 million visitors annually. A further 170,000 calls and 43,000 visitors are managed by Liberata for Revenues & Benefits.

2.2 Of those contacts, just over 80,000 result in service requests which are logged in the CRM system for Environmental Services. These are passed to service teams to resolve, either via integration through to their 'line of business' system (Confirm, Uniform) or through work queues configured within the CRM system itself.



A model of the current CRM structure.

3. The Commissioning Agenda

3.1 As a commissioning authority, the council currently has a number of service delivery providers. Over time, these providers are likely to change and possibly increase in number. Many of these services react to demand from customers, either on-line or through traditional contact channels. It is critical we have an

efficient and straightforward way of connecting the points of contact, with the organisation delivering the service that is affordable.

3.2 It is important the council retains control of its customer data and strategy, and the process through which a customer has to negotiate to complain or raise a service request. The consistency of this approach will determine whether efficiencies available through channel shift are likely realised or not.

4. Redefine the customer journey to maximise digital uptake

4.1 Bromley has a population of approximately 325,000; each person has specific needs and preferences as to how they would like to contact the Council if they need to. Bromley has almost the highest percentage in the UK of users who access the internet daily, with more than 92% of residents claiming to have used the internet at some point in the last census. We have over 4 million web visitors, viewing 15 million web pages annually and in excess of 43,000 MyBromley Account holders.

4.2 Bromley also has one of the highest percentages of households with internet access, with an increasing number of households (95 per cent – ONS data) having some form of broadband coverage. Internet access via mobile devices, including smartphones and tablets, has also surged in the last few years.

4.3 In order to maximise the investment in technology and reduce ongoing cost to serve, the organisation should look at placing a greater focus on refining the overall customer journey to maximise digital uptake, as well as the processes the customer must follow in order to log a service request. It is important the Council carefully controls this, rather than leave a number of service delivery contractors to define the process that best suits them; otherwise the customer experience is likely to become inconsistent and fragmented. Additionally this will enable the council to challenge to the process of a customer interaction and the overall response to it.

4.4 Liberata have begun this process of refining the customer journey in the 'high volume' areas within Revenues and Benefits, utilising the digital channels enabled by the OneDigital platform by Capita, and delivering savings to the Council as a result.

The channel shift activities on R&B has resulted in an 18% reduction in call volumes for the period April to September 17.

5. Building a Better Bromley

5.1 The outlined approach would provide consistency across all services, so that the Council's reputation is enhanced, and customers see a more joined up approach to contact with all parts of the council.

BBB states that for an excellent council we will:

- Invest in technology to enable greater flexibility and give customers alternative means of accessing our services
- Ensure good contract management to ensure value for money and quality services

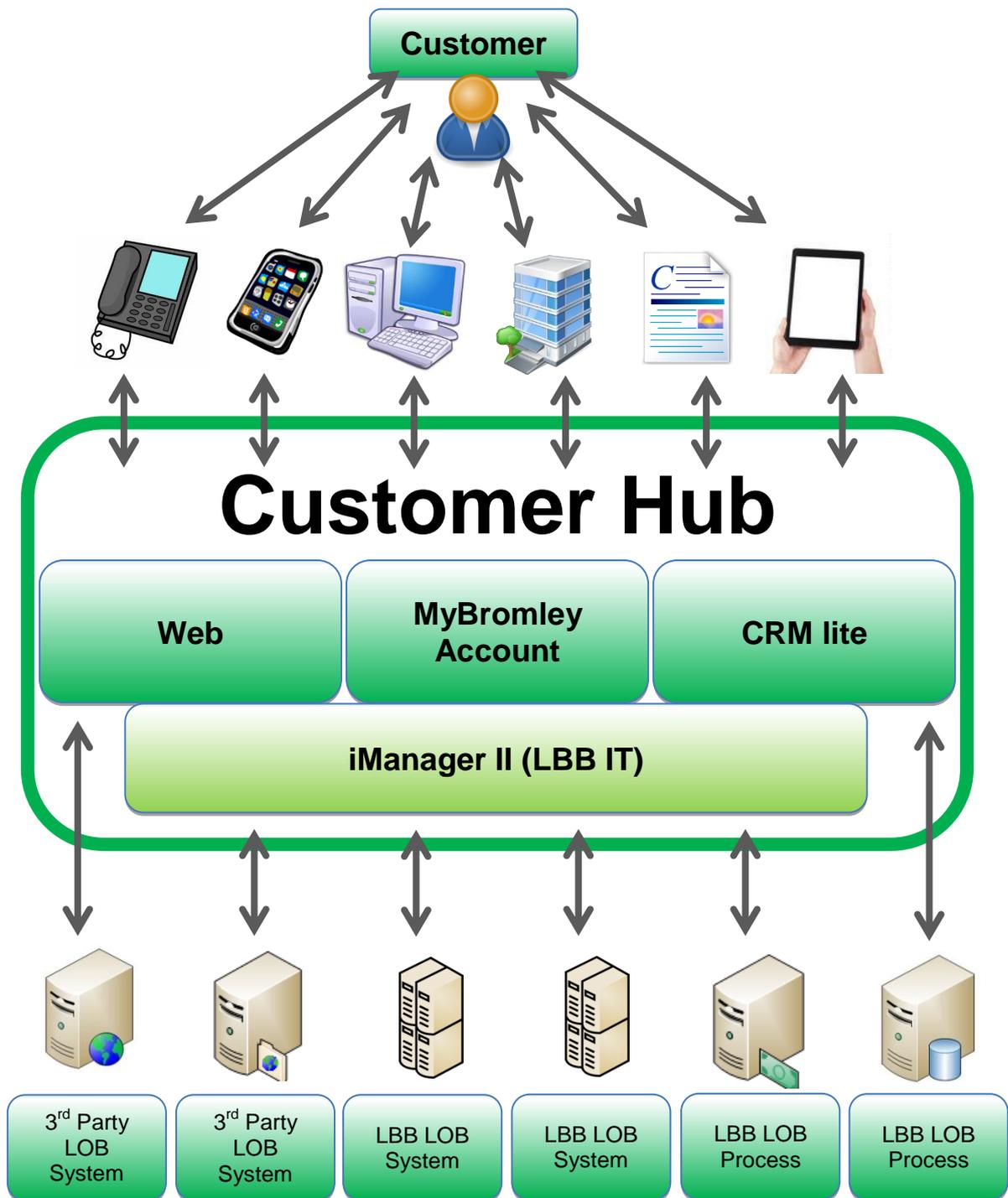
6. Customer Hub concept

6.1 As part of the re-tender of Customer Services, it is suggested we amalgamate responsibility for the management of customer contact, web content management, customer experience and journey mapping, business process re-design and channel shift all into this contract. This would provide better outcomes both from the investment in the technology as well as overall customer satisfaction with interactions with the Council. This will be known as the 'Customer Hub.'

6.2 This approach will preserve assisted service for those people who need it, whilst providing those who can self-serve, the tools and knowledge on how to do it for themselves.

6.3 It would also maintain and improve customer perception of the Council's reputation as a good, value for money organisation is partly attributable to how easy we are to deal with, as well as how effectively we resolved their issue or process their enquiry.

6.4 The Customer Hub will have responsibility for developing the digital platform, to construct the processes our customers will follow through their MyBromley Account and the web site. This would be in addition to a hybrid version a contact centre advisor or receptionist would follow when logging a service request, as illustrated below:



6.6 The Customer Hub, with the authority to redesign and control the customer journey and responsibility for channel shift, coupled with services focussing on outcome based activity would place Bromley in the best position possible to drive up customer satisfaction and reduce costs to serve.

6.7 For services that will require integration between operating system, this will be achieved in two possible ways:

6.8 Application Programming Interface (API) – where API exists from the line of business system providers, this allows us to offer a direct connection between systems such as CONFIRM. The API allows data to pass directly into CRM Lite and vice versa. This can be done in either real time or in overnight/batch runs depending on the enquiry type.



A model of the API, demonstrating how data is passed

6.9 I-Manager II – where API does not exist, I-manager II becomes the transitioning tool which manages data between the two systems. I-manager already exists in the Bromley IT estate, and would require developing to manage more systems and volume. Data can pass either in real time or in batches, both ways, depending on the enquiry type.



A model of iManager II and its relationship with LOB systems and CRM

6.10 A proof of concept appear below.

1. Proof of Concept

1.1 In order to assess the feasibility of the proposed Customer Hub and the wider channel shift that are taking place, the Register Office acts as a useful example of how changes could benefit customers and the organisation alike. As part of our channel shift framework, advanced plans are in place to deploy a self-service online appointment booking system.

1.2 The current customer journey involves using telephony services to book an appointment with the Register Office during office hours. As such, Liberata staff in the Contact Centre will use the internal system to book relevant appointments and ensure that these appointments are kept up-to-date. In the frequent case of a cancellation or booking rearrangement, Liberata staff are responsible for fulfilling this at the customer's verbal request. This is all arranged on the internal system, which comprises of a live diary for staff, with a link in the customer contact centre to the Register Office.

1.3 Customers are verbally reminded about having the relevant material with them, e.g., medical certificates, which are required before appointments for death registration can be made. They are also verbally reminded to turn up ten minutes before each appointment, as the service is extremely busy and runs back to back appointments throughout the day.

1.4 Overall, the services available from the Bromley Register Office were used roughly 43,000 different times during 2015/16 – out of this figure, 18,000 appointment calls were handled by the Contact Centre, which includes new bookings, changes and cancellations. This equates to 1,135 man hours annually.

1.5 The new online live 'diary' for users, in which customers can book their own appointments, would mean several things:

- Customers are able to access the facility to book or amend an appointment 24/7.
- Customers would be able to browse the available appointments to ensure the appointment suits their other commitments.
- Customers would be sent an appointment confirmation by e-mail which will include a link for them to easily cancel or reschedule their appointment on-line.
- Compliments the on-line copy certificate request service already established.

- Replicates the approach taken by many other Councils across London and the UK.
- Clear text and declarations that act to replace the verbal reminders for customers to ensure they have the relevant documents in their possession to fulfil the process, and arrive promptly.
- Potential for email or SMS reminders/alerts 24 hours before their appointment date to reduce no-shows.

1.6 In the absence of an alternative, the Council has to accept the annual call volume for appointments as a fixed cost. However, by providing an online alternative and moving it to within the MyBromley Account, the Council can reduce the burden and cost of servicing these customers.

1.7 The wider benefits of increasing membership of MyBromley Account holders, as a means of promoting behaviour change; to reduce future contract costs are broadly accepted. Additional value of this also lies in the customer insight it provides the Council, and our ability to apply the digital approach across all services, thereby reducing costs even further across other areas.

This approach will also enable the Council to provide a traditional service delivery to the small minority of customers who are unable to self-serve.

1.8 Digital by choice is partly achieved by the digital option being easier and more convenient to access. It also needs to provide an advantage, which in many cases will be a policy decision for the Council. Many customers call or visit us because they think it will resolve their issue more quickly, they want to vent frustration over a repeatedly failed service request, or they want to make sure we receive their request. It is essential we build in immediate confirmations and regular, proactive updates to the customer.

1.9 In the example of Registrar appointments, the 'advantage' to the digital alternative will be to offer browsing and booking from the full diary of available appointments, and the ability to re-schedule the appointment at a later date. For customers unwilling or unable to self-serve, the telephone service will book the next available appointment only, and not offer a rescheduling service unless exceptional circumstances prevail. The customer will, however, be sent electronic confirmation, where they can go on-line, complete the authentication process and access the option to reschedule.

1.10 The key benefit to this approach is the Council is not 'forcing' anyone to self-serve, as the traditional booking service is still available to those unwilling or unable to use the new system. The advantages of self-service are clear and will be presented to the service users through the web site, telephony messaging, call centre staff and other publicity.

1.11 As already stated, Liberata have achieved an 18% reduction in call volumes as a result of discreet channel shift activity in revenues & benefits, well ahead of the deployment of all the new on-line services for that area. Further call reductions will result once these are launched.

1.12 Reducing the appointment calls for Registrars by 50% within 12 months of launching the new on-line booking system is realistic, with further reductions anticipated beyond the first year.

1.13 Therefore the call volumes should drop to around 9,000 calls, which equates to 635 of man hours to service those enquiries, 500 fewer than currently spent. Ongoing these calls will form part of the service provided by the Customer Hub, as it works to further reduce the call volume.
