



Partnership Update - November 2021



What we have achieved together so far



KPI achievements

Benefits KPI's are all green and well ahead of the targets.

Council Tax and NNDR collection rates affected by pandemic however we have maintained Burnley ahead of national achievement levels

Payroll accuracy levels of 99.9% maintained throughout pandemic

Improved health and safety across Burnley's estate

Achievement against other contractual obligations

We have exceeded the contractual obligation regarding the creation of new roles in Burnley by circa 25 roles

We continue to support the Council with its Capital Projects namely Burnley Town Hall, Padiham Town Hall and Towneley Hall

Other non contractual achievements

We gave Burnley access to Liberata's occupational health provider (Maitland) at no cost leading to resolution of issues

We have led the introduction of Office 365 into the Burnley business

We have enhanced HR and Payroll capabilities

We led and delivered the introduction of online recruitment

We instigated the management of assets via TechForge

Liberata has provided support through additional pandemic related services inc. local track and trace and payments.

Paid out significant levels of Covid-19 support grants

What we have achieved together so far



The Pandemic and its impact

Working with Burnley we have consistently provided services throughout the pandemic and have supported Burnley particularly in grants distribution and track and trace services.

Liberata ensured Council buildings have been maintained to a high standard of cleanliness and supported with the introduction of social distance measures / one way systems to aid with COVID case reductions

We maintained a safe level of face to face service delivery to vulnerable users, where required, utilizing the Town Hall as the base

Some **key impacts that remain** include:

Following no recovery and enforcement action being undertaken in 2020, a large amount of reminders/summons have been issued

Customer Services are coming into contact with more and more vulnerable customers since the pandemic

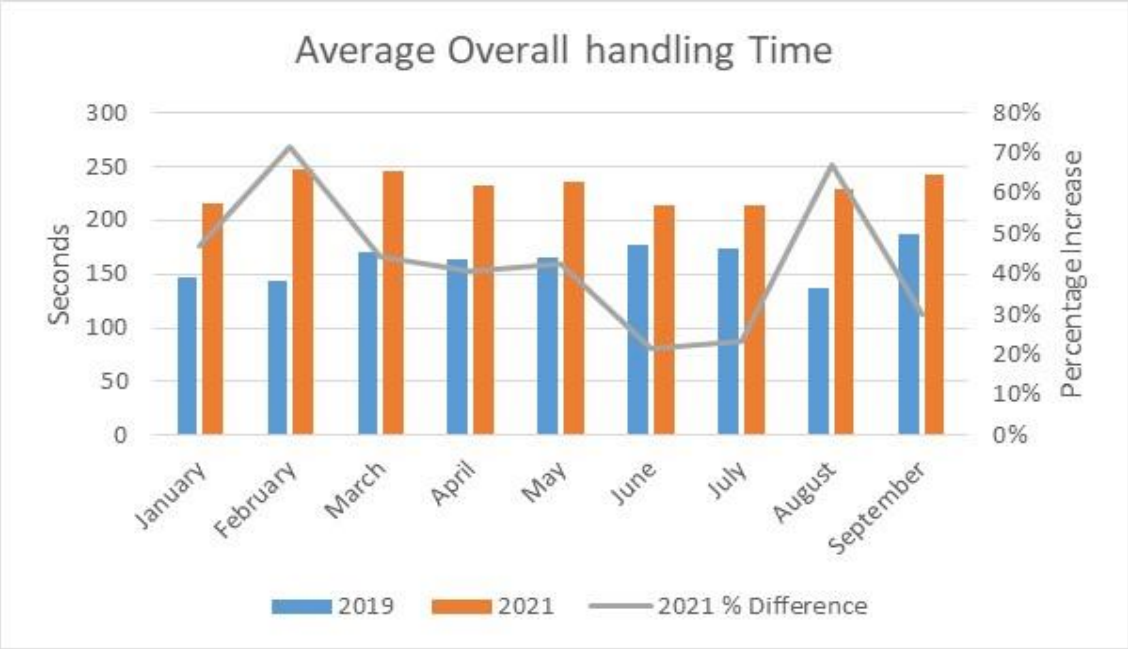
Customer issues have become more complex taking more time to resolve

Learning events & Covid impact

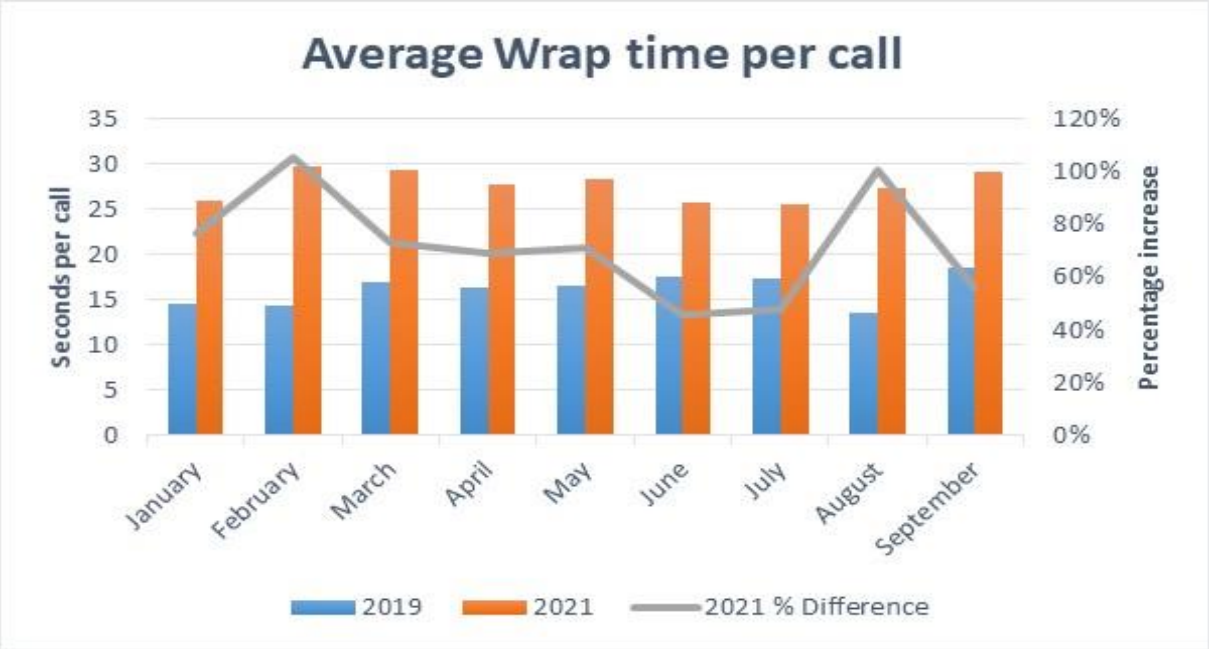
Contact centre

Significant changes in profile of calls coming into contact centre in 2021 compared to 2019 are impacting ability to deliver.

Volume of calls	Down 11%
Average talk time per call	Up 39%
Average call wrap time	Up 70%
Total handling time	Up 27%



Average 68 second increase per call. Up 42%



Complexity of calls is increasing

Learning events & Covid impact

Contact Centre

We believe the increases are caused by ongoing personal impacts of Covid 19.

People are suffering from financial hardship and response rates to recovery mailings are increasing.

Due to closure of the courts we were unable to issue summons for outstanding debt.

Call volume reduction have been on less complex call types; Complex calls (Council Tax, Benefits and Business Rates) have stayed the same

We believe this is an ongoing situation until the financial impacts of Covid tail off

General

All authorities across the UK have had to deal with Covid and its affects and the situation in Burnley has been mirrored across the country.

Some authorities decided to completely stop face to face services

Digital by default is the council's chosen approach however, we maintain a levels of telephone and face to face for vulnerable customers

Telephone access to back office is an issue. The Teams Calls project should resolve this problem

Transformation – Channel Shift



Prevention

To remove all “avoidable” contact: better signposting, easy to use to use forms online, identify frequent service users meet and mitigate

Deflection

Improved Self-Service functionality, increase the number of users (Citizens and Businesses) who can transaction on-line, so less need to opt for F2F or call.

Reduction

Change the outbound contact culture from 1. Letter 2. Email 3. Phone to 1. Phone 2. Email 3. Letter.

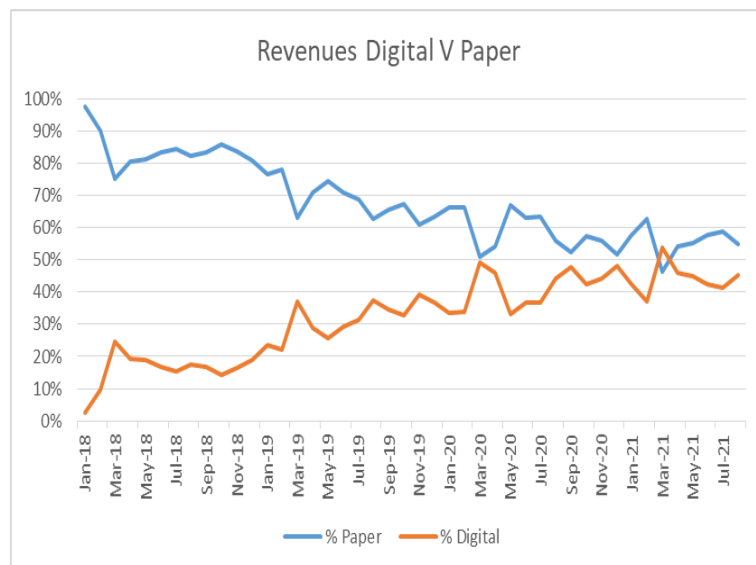
This reduces the volumes of inbound contact as responses are captured directly a shift to First Time Resolution.

Our joint aim is for 65% of transactions to be completed through digital channels

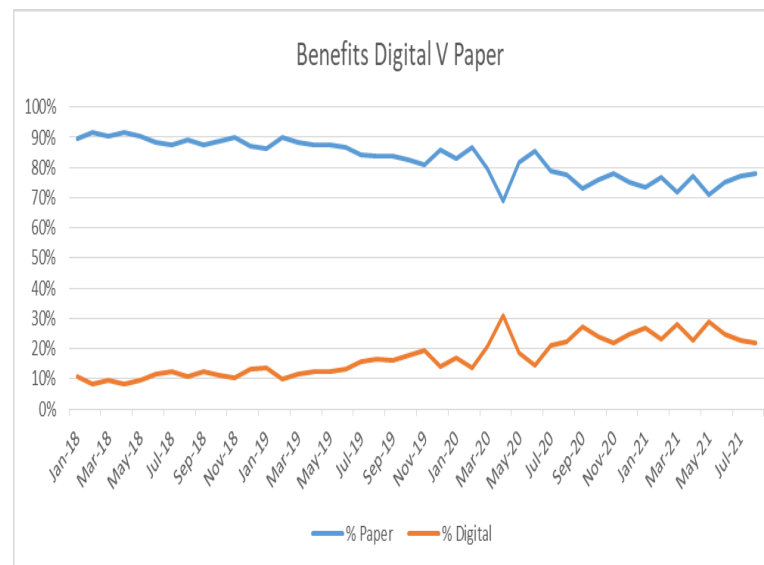
We continue to support digitally disadvantaged customers.

Transformation Update

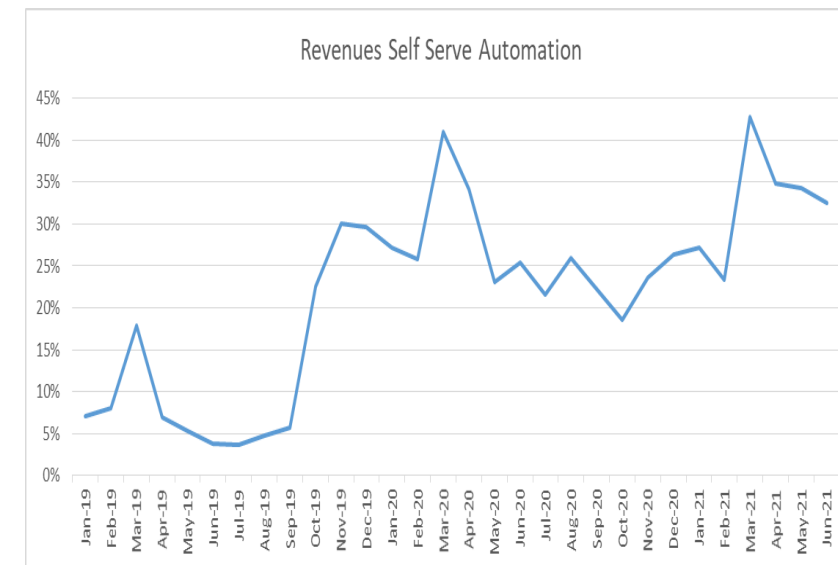
An update against Transformation initiatives



Year	Digital %
2018	16%
2019	32%
2020	41%
2021 YTD	45%



Year	Digital %
2018	11%
2019	14%
2020	21%
2021 YTD	25%



Year	Automation %
2019	13%
2020	27%
2021 YTD	34%

Transformation Update

An update against Transformation initiatives

Completed **implementation of E-notifications for Benefits**. Campaigns are now underway to increase take-up.

Email switch off – bounce back on general email accounts to ensure customers use the Citizen's Access product in the first instance.

Constant review of Citizens Access – improvements developed following feedback from both internal and external users

Customer Services **deployed the Link Me Up Service** – which helps push the Council Digital Services via SMS and Email messages to residents contacting Customer Services who can transact online

Job Creation



The move of operations to Burnley and exceeding the contractual target numbers

As part of our commitment to Burnley we took the decision to move some services from other areas within our business into the offices at Parker Lane

Liberata has a contractual obligation to deliver 100 new jobs to Burnley. We delivered 67 roles from contract commencement to end of 2020. We have located circa 58 jobs into the offices in Parker lane in 2021 consisting of:

Document Management Services (14) relocated from Nelson

Revenues and Benefits hybrid (office/home – 24) relocated from Nelson

Contact Centre hybrid (office home - 20) new roles

Burnley as a base for growth in the North

It is Liberata's intention, where possible, that any work with new clients will be delivered out of the Parker Lane offices.

***We have exceeded contractual obligation on new jobs by 25 jobs (part of the 58 identified above)
A 25% increase against the contractual target***

Parker Lane is a key delivery location for Liberata in the North

Key initiatives we continue to target this year



People

Continue to support Burnley in addressing the issues arising as a result of the Covid-19 pandemic

Move to full Teams Telephony – landline and mobile calling to make it easier for officers to contact people and also to reduce contact costs for Burnley

Progress the channel shift initiatives to encourage “won’t do” users to use digital routes to engage with Burnley

Support vulnerable “can’t do” users to ensure they have routes to engage

Growth

Agree and approve the 2 year contract extension through to December 2027 to deliver ongoing benefits to Burnley

Continue to bring work from new Liberata opportunities into Burnley where there is ability and clear benefit from doing so

Identify opportunities to work with County in the delivery of services by Liberata for Lancashire to also create benefit for Burnley. Highways is a potential starting point

Transformation

Increased support to DFG services by offering a complete end to end solution

Continued implementation of O365, security and remote working initiatives

Rollout of mobile/laptop devices to the majority of Burnley staff to enable mobile working

Cyber Treatment Plan (funded) – a series of initiatives to improve the security, resilience and recoverability for the Councils On-Premise and Cloud based IT data systems.

Retention of the CCA Global Standard accreditation to version 7 – June 2022

Installation of the new Omni-Channel telephony platform Genesys, allowing digital interaction via social media, video, chat/web bot and web chat as well as the traditional telephone calls - Expected around Jan 2022

2023 and Beyond



Our plans for the future

Work with Burnley to identify transformation initiatives to assist Burnley in meeting both its financial and operational challenges

Identify further opportunities to work with Lancashire County for the benefit of Burnley
e.g. Schools payroll and HR

Have a successful Chat and Web BOT Solution which can provide Burnley with support in areas beyond Liberata's current range of services

Work together to find approaches to resolve absence issues of Burnley officers

Maintain and develop the strong, mutually beneficial relationship between Liberata and Burnley



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