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Director of Corporate Services  
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Our Ref: AIF/TB

Dear Mark,

As we approach the July Executive & Resources PDS meeting where we consider and review the performance of the Corporate Customer Services service, 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 1<sup>st</sup> November 2013 to 31<sup>st</sup> March 2014.

## **1. Corporate Customer Services**

Service stabilisation has taken longer than expected due to technology, increased volumes and operational issues, resulting in an adverse impact on Service levels. I acknowledge that the service transfer was predicated on savings and transformational benefits for the Council. This was a complex transfer and we under-estimated the challenges in some parts of the service. There have been delays in some areas and we have made progress in others.

We recognised this was unacceptable and from April we assigned our Head of Customer Services, Tony Briggs, from our Customer Services Shared Service Centre to over-see the day-to-day operational running and overall direction of Corporate Customer Services.

Tony will provide guidance around better use of resources to meet call and footfall demand by ensuring a robust approach and methodology is deployed around understanding each service line and that all staff are multi-skilled and supported through comprehensive training. It is expected that the service levels would be at or above target by the end of June 2014.

## 2. Health Checks

The current programme of Health Checks start in April and runs through to July and covers the majority of services still provided by London Borough of Bromley. In total there are 11 reviews of which 4 will be completed by the end of June, Registrars, Trade Waste, Traffic and Highways.

The following reviews will be completed and the final reports produced by the end of June for Early Years, Housing and Licensing. The final reviews to be carried out including My Life Portal & BSSD, Adult Education, School Admissions, Planning and Building Control should be completed by October 2014.

In addition to the health checks Liberata also have plans to work with a number of service departments to look at specific issues including a review of Street Scene and Greenspace web pages and content, Green Garden Waste feasibility of moving to direct debit payments, introducing SMS reminders for Occupation Health appointments and introducing SMS reminders for Council Tax payments.

All reports will be forwarded to the Commissioning Board for approval and for the authority to take a decision on whether to proceed with the recommendations.

## 3. Portal Developments

London Borough of Bromley commissioned Liberata to deliver and further develop corporate customer service functions in order to achieve significant savings for the Council as well as driving further opportunities for savings and service improvements within retained Council service areas.

A major part of this programme is the delivery of the Bromley Portal which will be a secure, robust customer authentication portal that enables the delivery of complex transactional services without the need for staff input.

The Portal and related Liberata developments are already building upon existing capability within the Bromley website:

- **E-Pay Implementation** – implemented in May 2014 –allows customers to apply and pay online for multiple LBB services in one seamless process;
- **Mobile and Responsive Design** – planned for July 2014 – improving access to [www.bromley.gov.uk](http://www.bromley.gov.uk) by mobiles or tablets through what is known as “responsive” design. We know that 1 in

3 views of [www.bromley.gov.uk](http://www.bromley.gov.uk) are through mobile devices and expect that this will increase.

- **Online appointments for registrars and bulky waste** – planned for July 2014
- **SMS campaigns** – will begin in July 2104. The first will be for Council Tax appointments and Occupational Health appointments. Other services will follow later including street cleaning services and “snow friend” alerts.

Later in 2014 the first phase of the portal will support the current service offer for the following service lines:

- Registration Services
- Street Scene
- Waste Services
- Parking Services
- Electoral Registration
- Blue Badges
- Property Helpdesk
- Highways & Traffic
- Green Spaces
- Building Control
- Planning

as well as a series of transactional integrated web forms for:

- Council Tax services
- Housing Benefit services
- Early Years Provider services

**Increasing take up** of the portal will be achieved through marketing campaigns based on segmenting customers by type and on a geo-demographic basis.

**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.

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