

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

Date: 12th December 2014

Our Ref: AIF/TB

Dear Mark,

As we approach the January 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 April 2014 to 30th November 2014.

1. Corporate Customer Services

After a difficult start to the contract when the complexity of the transfer was under-estimated and the service levels were adversely affected, I am pleased to report steady progress has been evident since April. Positive changes coincided with the assignment of Tony Briggs, our operational Head of Customer Services who has provided the team with a wealth of experience in all aspects of customer services management.

Tony has provided the team with clear focus, in particular quickly identifying one of the root causes of our under-achievement was a lack of trained resource where no one individual could handle all the service line queries. This has and continues to be addressed with a programme of upskilling and refresher training, and has resulted in the team answering a higher proportion of calls offered than ever before; reducing customer waiting times and delivering 7 consecutive months of service level compliance.

2. Health Checks

The current programme of Health Checks started in April and have been running throughout the summer and into the Autumn. The healthchecks have covered the majority of retained services including Registrars, Trade Waste, Traffic and Highways, Early Years, Housing, Adult Education, Licensing, School Admissions, BSSD and MyLife.

Currently Planning and Building Control and Licensing are still outstanding, however these should be completed by the end of 2014.

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

Currently a project to re-engineer the Registrars service is underway, which will see more online capability and self serve options for customers seeking copy certificates and Nationality Checking service appointments.

In addition Liberata have undertaken several pieces of work including a Green Garden Waste option for Direct Debit, a review of Street scene and Greenspace webpages, producing numerous web forms for various service areas to promote channel shift and improve the customer experience.

Liberata have developed a system for Bromely service areas to use SMS reminders. Usage of the SMS reminders has been used for Council Tax reminders and is being developed for Benefit appointments and possibly Snow friends groups.

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** – Implemented July 2014 – improving access to www.bromley.gov.uk from mobiles or tablets through what is known as “responsive” design. We know that 1 in 3 views of www.bromley.gov.uk are through mobile devices and expect this number to increase.
- **Online appointments for registrars and bulky waste** – planned for July 2014. Unfortunately this has been delayed till

January 2015 due to technical issues and the need to upgrade various software and server elements prior to going live.

- **SMS campaigns** – started in July 2104 with Council Tax reminders. While the service has been offered to all council services, many are still considering its use and impact and are yet to decide on its use.

The main purpose of the portal is provide secure access for the citizens of Bromley to view, report, request and transact with the local authority. In doing so it is expected that customers will reduce the amount of contact they make for simple and often high volume services. However certain services require high levels of authentication and verification, namely in the Benefits and Council Tax service areas.

This authentication and security has taken longer than expected, but is now at the stage of User Acceptance Testing. With this in mind we expect the portal to be available to customers in January 2015.

Marketing for the portal is already planned and a pre-registration campaign has started to capture as many customers as possible prior to launch. Apart from the current range of integrated forms, specific forms are being developed for:

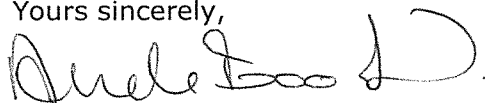
- Housing Benefit services
- Council Tax Services
- Early Years Provider services

Increasing take up of the portal will be achieved through a number of marketing campaigns with the first mass campaign being deleivered to every household in Bromley in March 2015 as part of the Annual Council Tax bill. We also intend to develop bespoke campaigns based on geo-demographic profiling techniques.

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