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Digital strategy supporting Document
Version 1.0

Digital-first customer engagement A solution overview

Prepared for The Customer Service Transformation Team

Spelthorne Borough Council

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1 Executive Summary

The Spelthorne Borough Council's (Spelthorne) long-term strategy recognises that investment in digital transformation will enable residents to have better to access services. And, in a drive to efficiency, the council is looking to produce ongoing revenue savings and to add income.

To achieve this there is a proposal under review for a new vendor solution set. Netcall is very proud that in 2019, Spelthorne chose our tech to help them transform customer services. The council already has two of the four solutions on our platform. We suggest that there is a crossover with the new vendor proposal. And, we will show how Spelthorne can maximise their current investments. We'd appreciate the executive's consideration of extending their investment to maximise their current resources.

Current customer investment extension:

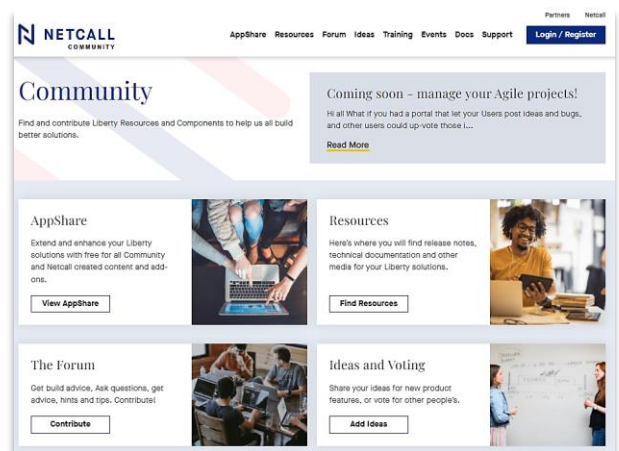
As current solution users Spelthorne, we acknowledge the current investment. Your customer loyalty is valued and offers an opportunity for positive pricing. An indicative pricing has been supplied, which needs to be formalised once the council wishes to move forward. As users of EDEN, a further incentive is available to assist the migration move to Citizen Hub. *(Eden is used as middleware and has been replaced by The Citizen Hub Framework which is designed to deliver integrated digital transformation)*

This document works to provide information on how with a modest investment, Spelthorne Borough Council can:

- ✓ Maximise its current Netcall and other legacy tech investments (e.g.: Capita or Civica)
- ✓ Deliver efficient, good quality services, and open income generation potential
- ✓ Achieve 75% digital-first, yet reach 100% of customers on their channel of choice
- ✓ Achieve future council digital independence as you upskill staff with free training
- ✓ Make ongoing revenue savings by replacing point solutions year-after-year
- ✓ Ensure IT control and governance
- ✓ Avoid purchasing duplicate solutions

More than a solution set, Netcall's Local Government customers enjoy an active forum, user group, shared apps and can use widgets and other time-saving resources. Our community works together. [Why not take a look?](#)

Note: To enable readers to seek information please find links, to both within this document as well as pointing to external sites throughout the text. Thank you.



1.1 Background

Following a tender exercise back in 2019, Spelthorne awarded Netcall provision of [Liberty Converse](#) (omnichannel contact centre) and [Liberty Connect](#) (comms/messaging). *The currently deployed solutions are indicated in the diagram with salmon infill.*

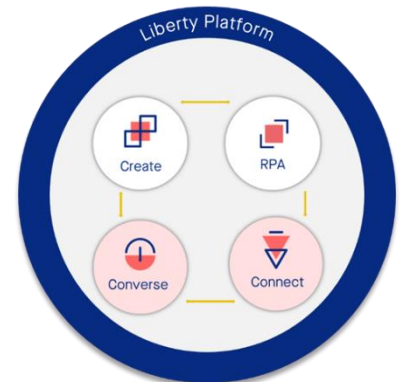


Figure 1: Liberty platform
see [detail below](#)

These two solutions are already helping to drive change and improvement in your customer services. Your teams have feedback from your teams, the solutions:

- Enable your teams to work from anywhere with full control
- Give insight with real-time dashboards and reporting across all channels
- Provide increased oversight with full audit trails
- Offer the opportunity to update and increase the effectiveness of customer processes

Why consider expanding Netcall's support

For over 20 years' Netcall's has developed deep channel shift expertise within local gov. Working alongside our customers we have developed a sector-specific single platform of integrated solutions. This platform empowers councils to achieve digital independence, as proposed by the Digital Declaration.

Our approach is delivering outstanding results for councils. Our customers have had their achievements validated by external peers, too!

We are proud and delighted for the councils, that for the **3rd consecutive year**, Customer Council Teams using [Citizen Hub](#) have been awarded [Best Transformation Team Award by iESE](#). In 2022, in this category there are two customers as finalists out of three possible finalists.



Transformation needs are high, budgets are short and staff resource is scarce. Working with our low-code platform delivers cost-effective process change, fast.

Our cloud-based integrated platform frees your teams to deliver what matters to residents and helps your staff become more productive. Managers get hands-on control with real-time data for effective decision-making.

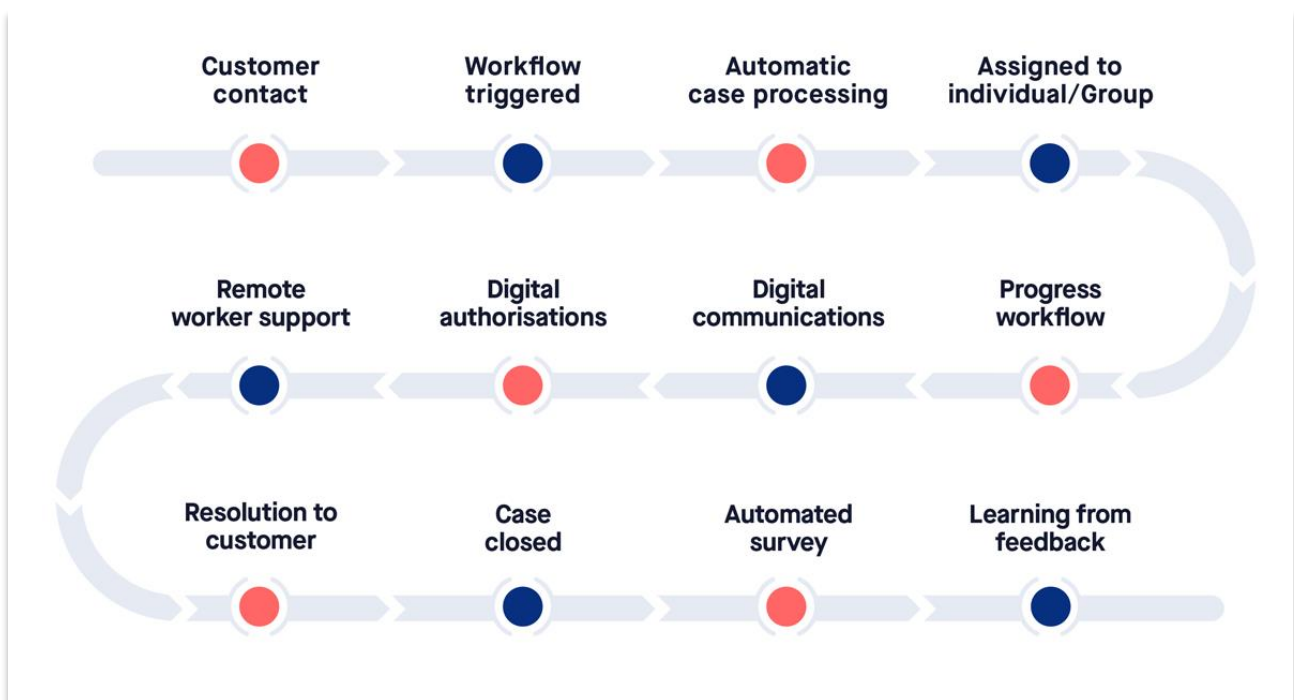


Have questions? You'd prefer some independent input?
No worries [Dave Briggs, Sensible Tech](#) (formerly Head of Digital at Croydon) who has used the platform at two different councils, offers you some food for thought.

1.2 Helping you to deliver an end-to-end user journey

The discussion that follows focussed simply on how we can empower Spelthorne to achieve an **end-to-end customer journey**. To meet the councils strategic goals, this journey must also deliver benefits to staff and management. Besides, it should help produce ongoing revenue savings and create capacity for income growth for the council.

Delivering an end-to-end journey with ongoing feedback, enabling continuous improvement



From the first point of your customers' contact on any channel, through the entire life of the requested process, you support every needed department, including any remote/mobile worker to achieve resolution. Then, you close the loop with automated feedback.

You can too!

Using an end-to-end approach council's teams are growing capacity by removing failure within their old processes. In this example see the revenue growth results.

- ✓ **35%** revenue growth in garden waste over three years (>300k)
- ✓ **82%** digital uptake with customers self-serving
- ✓ **28%** customer growth (from 15,000 bins to over 21,000)
- ✓ **50%** reduction in customer churn (from 10% to 5%)

iESE Winner 2022 results

1.3 Our offer: make **more** from your current investment

Instead of considering options that may lead to rip and replace, we suggest that Spelthorne consider how adding **one solution**, Citizen Hub Framework on Liberty Create could make a difference. It will maximise your current investments and lead to digital independence at a lower cost. *(As detailed earlier you are a current user of EDEN and this would migrate you to our updated solution designed specifically for Local Government.)*

We're offering you the opportunity to consider having an end-to-end journey supported by [integrated tech](#).

The steps would include:

- ✓ Add Citizen Hub framework from Liberty Create, gaining case management and customer portal.
- ✓ Maximise the functionality and deep integration possible with Connect and Converse. Deliver award-winning self-service and empower your staff.
- ✓ Be future ready and become digital independence. You are able to build apps as you need them or add intelligent automation with Robotic Process Automation (RPA), when appropriate.

Citizen Hub Framework is built with councils for councils, and designed to promote sharing. You can:

- ✓ Tailor other council's apps to meet 100% of your needs
- ✓ Create processes you need, when you need them, at no extra cost
- ✓ Gain efficiencies and make savings with deep integration
- ✓ Improve customer access and satisfaction with proactive comms
- ✓ Upskill your teams and drive meaningful transformation
- ✓ Go digital and save postage and print

The functionality and benefits are detailed below.

"The platform has enabled the council to respond immediately to the requirement to issue much needed grants to local businesses during the pandemic, there is no doubt that it saved us time and money.

Liberty Create underpins our digital ambitions to deliver more services entirely electronically and we are really impressed with the improvements we have made"

Councillor South Hams and West Devon, 2022 iESE finalist

1.3.1 Citizen Hub framework: includes case management and a customer portal

Purchasing the Citizen Hub framework provides both case management and customer portal capability. Also, as it is built on our Liberty Create low code platform, the council gets access to its full functionality. This means that in the future when needed /useful the council is free to build any applications it chooses, at no extra licence cost.



Using the Liberty Create platform, [Adur and Worthing](#) have built many successful solutions. One of which is a social housing repairs service. This includes self-serve appointment booking, operative scheduling, and field work.

- ✓ 6,850 homes managed
- ✓ 17,900 repairs a year
- ✓ 24/7 availability
- ✓ 86% customer satisfaction

***Similar tenant repairs functionality is now included on our AppShare*

As standard, the Citizen Hub (built on Liberty Create) has the ability to create a case / golden record. Then, it delivers more. Each case is linked to a complete process that can be update and improved at any time. As any process follows its designed workflow, it will inform each team member of the work required, as it is required.

No more re-keying, no manual work, no data silos just end-to-end joined-up processes. This helps colleagues to work effectively and productively together.

All templates are based on GDS standards. It will allow customers to self-serve as they access services and information specific to themselves.

During the completion of their tasks, colleagues will be asked to supply reports and feedback for each case. Remote workers using mobile devices can complete tasks offline, reducing the need for in-office or separate admin time.

As part of the workflow, the council can build proactive updates that automatically fire communications. These are usually triggered at key stages of any application/request. Additionally, residents can be updated

“The impact that this team has had across the organisation in the last 30 months has been significant. They have introduced cutting edge solutions to solve problems including robotics, building new systems and process redesign. The improvement in our customers experience has been huge.

The team are always proactive, flexible and have earned the respect of their colleagues across the Council.”

Cabinet Member and Portfolio Holder for
Customer and Digital: 2020 award winners

with relevant information at any time. (see [more](#)). Using proactive feedback reduces inbound customer demand on other channels and releases valuable advisor time.

Advisors can access a single view of the case to monitor progress that advisors can access can be managed and accessed allowing progression via the inbuilt workflow. ([see more](#))

The transaction can be captured on any channel that a customer decides to access. This reduces failure demand and prevents the duplication of cases. It also provides valuable customer preference intelligence, building data for future communications campaigns.

1.3.2 Maximise available functionality: Connect

Spelthorne already has a comms platform, Liberty [Connect](#), in place. This solution is designed to keep customers updated via email, SMS, and any other channel the council wishes to use. This includes Facebook Messenger and Twitter DM.

[Croydon Council's](#) digital team delivered a robust business case.

- ✓ They will save >£1 million over 5 years by replacing their legacy CRM.
- ✓ Staff are trained and empowered saving 58% of previous consultant fees.
- ✓ They have / and are developing a sophisticated suite of apps, with a big team.
- ✓ Even so, they continue to save time (½ or full days) each week using widgets, integrations and patterns from the AppShare.



"[Cairn](#) is able to connect tenants with advisors on their channel of choice, including Facebook Messenger or web chat.

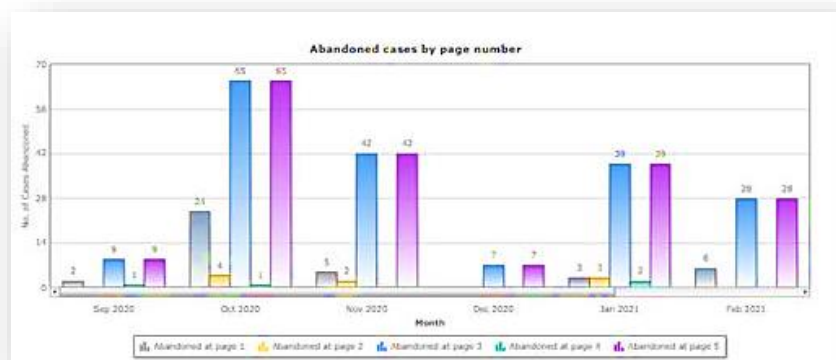
Social media has provided tenants with more options for contact, but it's also meant cases have been logged much quicker."

The seamless integration with [Converse](#) means all interactions are captured against either the individual customer or case. Data is available in real-time on dashboards for all team members for instant awareness and resource deployment.

Management gain full visibility of the end-to-end journey. This improves the accuracy and relevance of reporting for example on SLAs. The 360 data view also provides the opportunity to consider improvements to minimise bottlenecks or remove concerns.



These are example graphical reports. All data can be reported on. Dashboards and reports are easy to create. Users use widgets that they drag and drop into place.



1.3.3 Future ready: add RPA when appropriate

Being future ready is important. Our integrated platform means that as the council finds it business appropriate it can seamlessly add to its efficiency by adding the [integrated Robotic Process Automation \(RPA\) solution](#).

“90% of large organisations globally will have adopted Robotic Process Automation in some form by 2022”.

As enterprises look to reduce costs and bring efficiencies, automation will take over routine, repetitive tasks and free-up employees to focus on other higher-level activities.

Gartner

2 A unified digital platform with a growing community

2.1 Liberty: the platform advantage

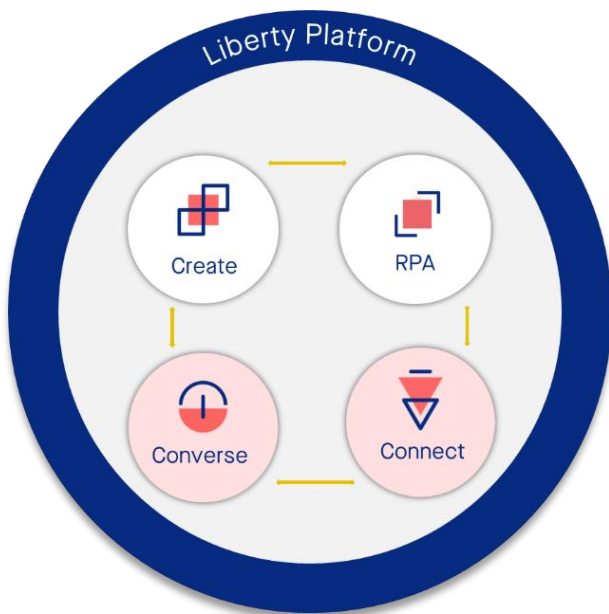
Our platform has four solutions that work together to deliver better experiences for customers. They improve staff efficiency and the value they can add. The real-time dashboards, alerts, and data provide management with instant visibility and uncover trends. Resource management and areas of bottlenecks are quickly spotted and managed. The platform has four functional areas:

Converse is a complete omnichannel contact centre solution (shown below as already in use by Spelthorne Council)

Connect is a cloud conversational messaging and bot solution (shown below as already in use by Spelthorne Council)

Create with the **Citizen Hub Framework** is designed especially for local government delivers digital independence with low-code software development

RPA is a robotic process automation solution.



- ✓ Deliver end-to-end process capability
- ✓ Remove data silos and manual work arounds
- ✓ Gain insight from real-time data and team alerts
- ✓ Intuitive for advisors, admin and remote staff
- ✓ Improve staff productivity with case management
- ✓ Drive channel shift, yet use all channels
- ✓ Deliver ROI in Year 1, add new savings every year
- ✓ Improve accessibility and use GDS standards
- ✓ Secure, promotes IT governance and control
- ✓ Offer Customer Portal with two-factor authentication



Crown
Commercial
Service
Supplier



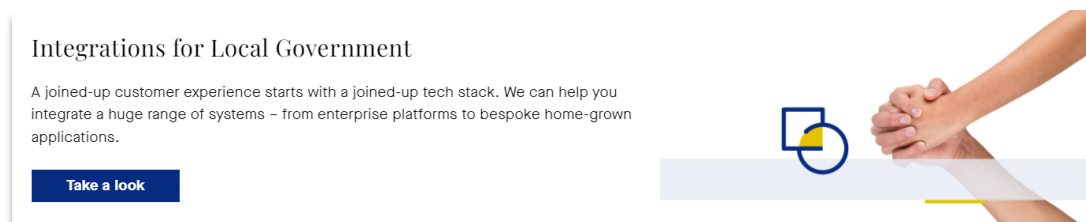
Investment already made:

Spelthorne Council has already made a platform investment. Easily extend with Citizen Hub framework on Create and deliver the certainty of friction-free deep integration. You'll gain the added benefit of putting Spelthorne Council fully in charge of its digital future.

Low-code enables you to broaden your talent pool of scarce IT and digital resources with our formal or free e-learning. They then build and tailor every process to fit 100% of your needs with no extra license costs. No more waiting for vendor decisions. You gain digital independence and can extend your return on investment benefits of Converse and Connect. As well, you'll harness more value from your legacy finance and other systems (*such as Capita or Civica or be able to replace legacy solutions such as Booking Live with our solutions and functionality offered by the included Framework tool kit.*)

2.2 Integrations make your legacy tech work harder for you

With Liberty, there is no need to rip-and-replace. Instead, the focus of our solution set is to support our local government customers to deliver improved productivity and citizen engagement. We know that end-to-end service is only possible with tight integration. Citizen Hub was designed to support the [Digital Declaration](#) and promote co-creation and interoperability. We have a wide range of current [integrations](#) and continue to work with our user community to develop more to be shared on our AppShare.



Proprietary data adaptor: OPA

We have committed time and resources to develop deep integration expertise and have created our On-Premise Adaptor (OPA). This specialist proprietary functionality accesses live data feeds from legacy systems. It processes (i.e. extracts and/or transforms data) and stores the payloads where required, either on-premise or in our cloud-deployed solutions.

Digital letters, fast and accurate

Replace 99% of letter templates stored in MSWord. Develop digital letter templates with conditional formatting to fulfil specific departments' needs.

- ✓ Extract hard to reach data from Legacy systems
- ✓ Maximise benefits of prior investments
- ✓ Achieve on-going savings with point solution replacements
- ✓ Rapid integration with OPA
- ✓ Retire Word doc templates and keep letters updated
- ✓ Improve information governance and audit control over printed assets

The OPA makes easy work of pulling selected data from your systems and creates the digital letters. It generates the required departments' letter, then digitally stitches it together with any other assets needed for the customer.

These are either sent as PDFs via email, or can be sent to print queue. You will significantly reduce print and post volumes making cashable savings.

2.3 Communications under your control

Keeping customers updated about any request improves customer satisfaction and reduces failure demand. With spam messages on the increase, residents might be wary of outbound media that does not link directly to their needs. Council's will want to avoid resident's wanting to unsubscribe.

Maintaining strong comms links with residents is important such as send news about case updates, reported items, bin collections, or adverse weather. Otherwise residents who miss this information are likely to create a demand surge into the customer service centre.

With Connect (already deployed at Spelthorne) integrated with Citizen Hub, the council is able to send comms to the details provided by residents, on any channel. This data, without cost, comes from the council's data base or the information provided by the resident.

3 End-to-end platform benefits and outcomes

3.1 Digital first: yet 100% customers on their channel of choice

Move **75%** of customers first to self-service. Using integrated end-to-end digital processes together with structured e-forms and/or intelligent web assistants (chatbots) you'll support those that can self-serve.

These forms and chatbots smoothly guide residents to their desired service outcomes, without them needing to speak to an advisor. You tailor the outcomes and can add any new questions as situations change. Their end-to-end integration with your legacy systems

The result is that the **1 in 4 residents** who do need tailored assistance find that advisors have the time to rapidly resolve their query

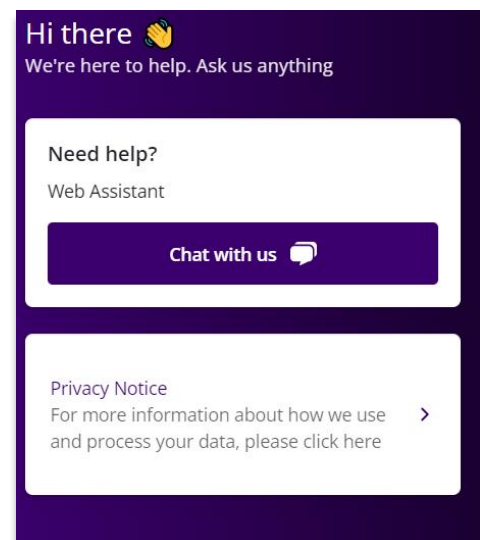


Figure 2: Web assistant

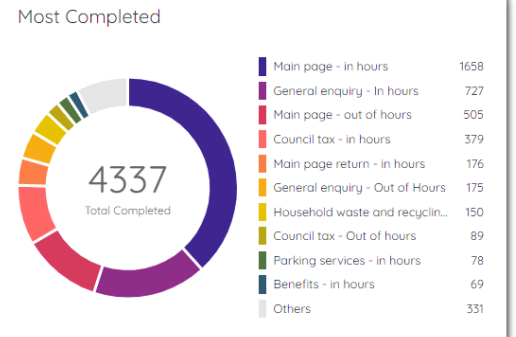
3.2 Easy to use self-service portal

We know that for the majority of tasks, residents prefer the fastest option. Typically, when forced to log-in to report a minor issue, residents will instead pick up the phone. You want to prevent any extra calls.

An attractive self-service portal can make a real difference. For ease of use and accessibility our templates use GDS styling.

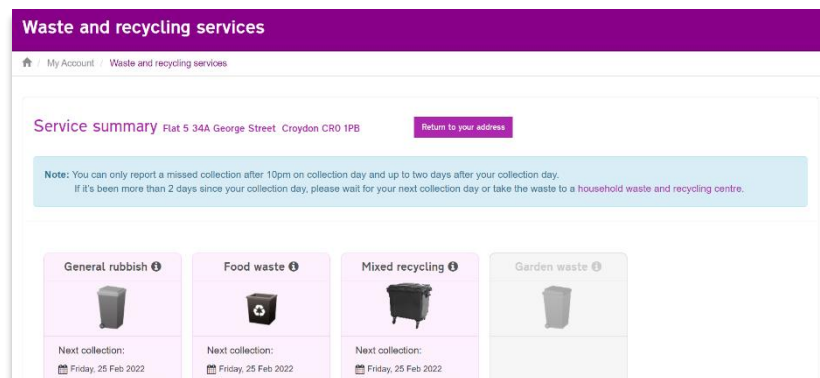
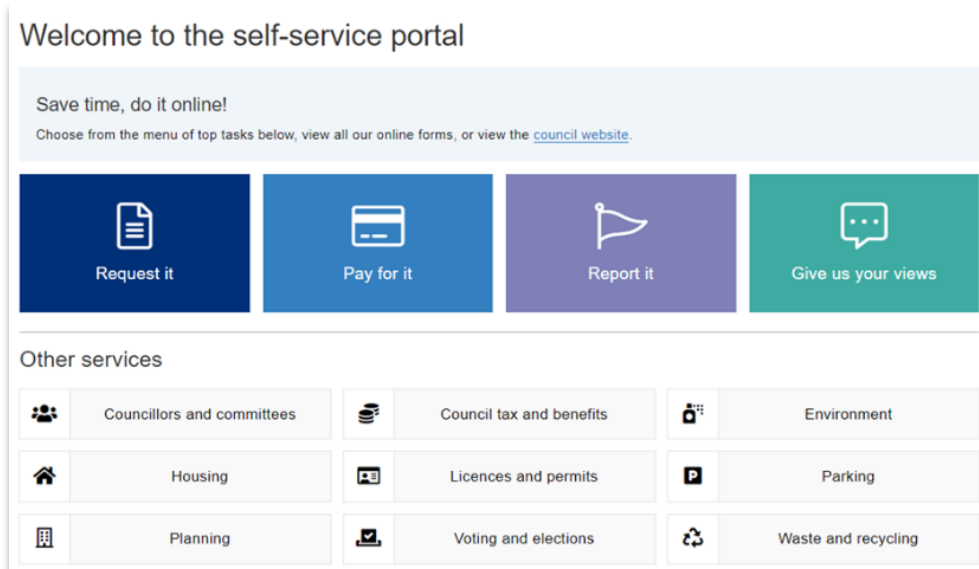
Our customer stories show how:

- ✓ **South Hams and West Devon councils** have reduced their volume of inbound requests needing handling to **25%**.
- ✓ Web assistants at **Blackburn with Darwen council** handle **70%** of inbound web queries.



It's reassuring that Citizen Hub comes with the built-in ability for residents to report minor issues anonymously which saves the council unnecessary contact.

Figure 3: Web assistant outcomes



3.3 More than e-forms, it's full case management

While customers complete an e-form, the advantage of Citizen Hub is that behind each e-form is a complete process. You tailor the process to meet the needs of all your colleagues that will process this request.

You deliver friction-free flow from the front office, to admin and/or remote working staff.

Adjustments, alerts, and escalations specific to all needs can be considered. Working in an agile way, teams can make changes to any part of the process. Alerts or communications are able to be fired off at any point in the process.

The image Real-time throughput data is seen within active processes. Management get instant visibility of any bottlenecks or concerns. They are able to swiftly identify blockages with pinpoint accuracy. Fact-based changes can be prioritised for useful continuous improvements.

Below please see illustrated our **Data Modeller**.
This image confirms that all links between data
are visible and can be tailored through drag and drop.

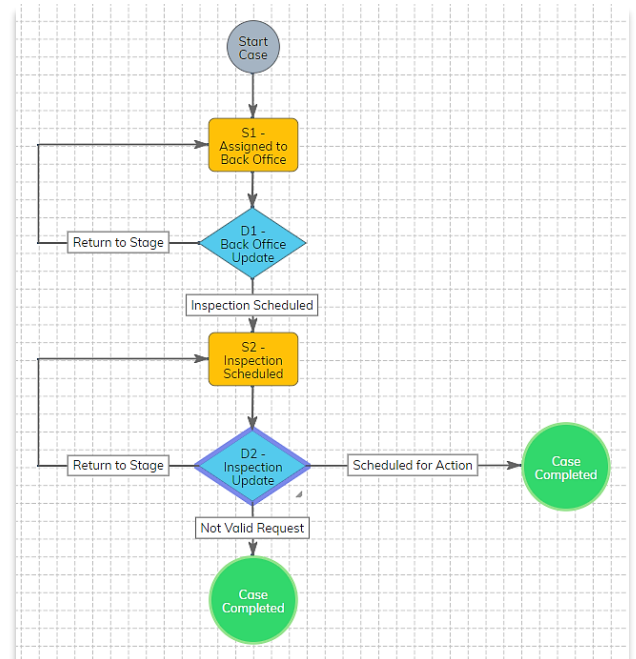


Figure 4: Process flow

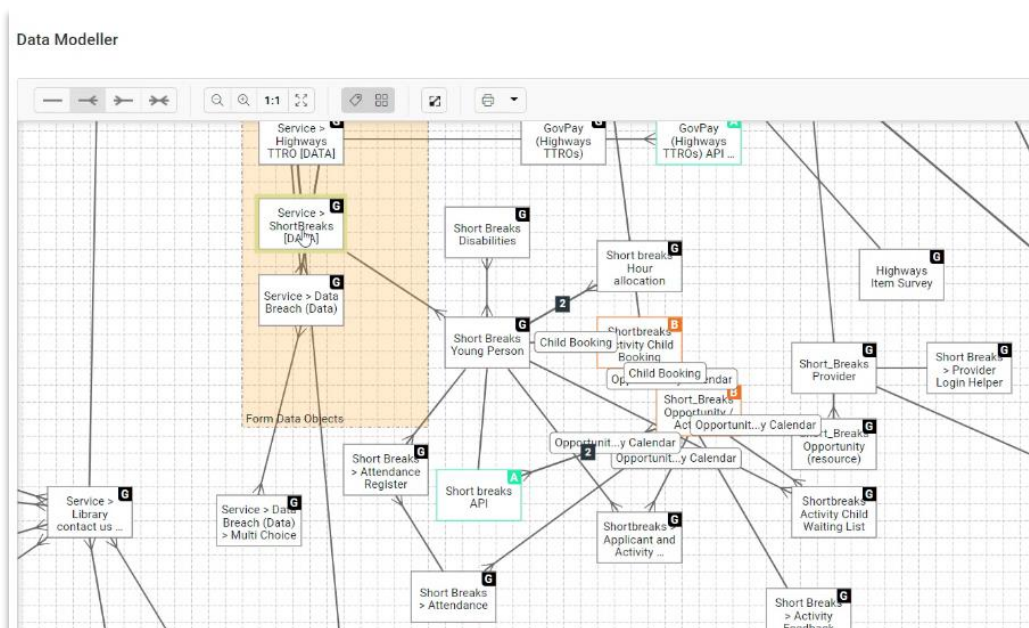


Figure 5: Data modeller

3.4 Single view improves advisor productivity and morale

The integration of the contact centre with case management provides a single view customer record for advisors. The tight integration with our omnichannel contact centre provides them at-a-glance updates of all the contacts for the case on which they are working.

This reduces their work effort and improves customer satisfaction. Feedback from advisors shows they find that the processes are intuitive to use and make work easier and faster.

Additionally, removing routine work opens an opportunity for colleagues to cross- and up-skill. The capacity of the team improves as everyone learns all the tasks. Supervisors monitoring work demand can reallocate resources so work is fairly balanced across teams. This adds to morale and promotes team harmony.

- ✓ *"The old system was very frustrating to use. Working smart was hard and being efficient at my tasks was difficult. That's all changed now"*
- ✓ *"Very responsive and quick, unlike our old system"*
- ✓ *"I really like that I can see the whole email trail and respond to this. It helps me to do my work"*
- ✓ *"It's so easy to learn how to use it as much of it is intuitive and I don't have to refer to manuals"*

Verbatim feedback from Customer Service Advisors

Case Management

Dashboard and Reporting

Admin Console

Search

Search for address, case description, name, etc

Case type

All

Case sub-type

Select CaseType first...

Section

All

Case owner

Please type to search...

Created after

dd/mm/yyyy HH:MM

Status

All / None

☐ New
 ☐ With 2nd Line
 ☐ Awaiting Acknowledgement
 ☐ Awaiting Acceptance
 ☐ In Progress
 ☐ Complete
 ☐ Cancelled

Case number	Date Status	Date created	Remote MATS ID	Service Line	Person	Address	Date completed	Days to acknowledge	Days to accept	Days to complete	Forwarded Owner to
View 1165995	-	21/02/2022	1165995	AWES > Seasonal / Events / Occasional > Log Call Only	Stuart Mullan	17 TESTING ROAD WORTHING BN99 9XX	-	0	0	0	- -
View 1165871	-	21/02/2022	1165871	CTax > Discounts & Exemptions > Single Person Discount	Mrs. Keith Langfarm	13 BEACHCROFT PLACE LANCING BN15 8JN	-	0	0	0	- -

Figure 6: Single view case search and detail screens

3.5 Secure customer portal for personal transactions

A fully integrated customer portal comes standard within Citizen Hub Framework. The two-factor authentication reassures residents that their council tax, or, revs and bens details, are secure. Accounts are securely linked to provide friction-free legacy systems access. We integrate with Gov Pay and other payment providers.



Figure 7: Unified account and detail views

Home / Account Summary / Account Statement	
Account statement for 2012293009	
Charges	
Outstanding balance from previous years (may be subject to recovery action)	£0.00
Current year charge	£998.29
Reductions	
Discount total	£227.69
Council tax reduction	£680.20
My account balance	£90.40

Customers at this London council use their secure portal to link their council and their **Civica Open Housing** accounts.

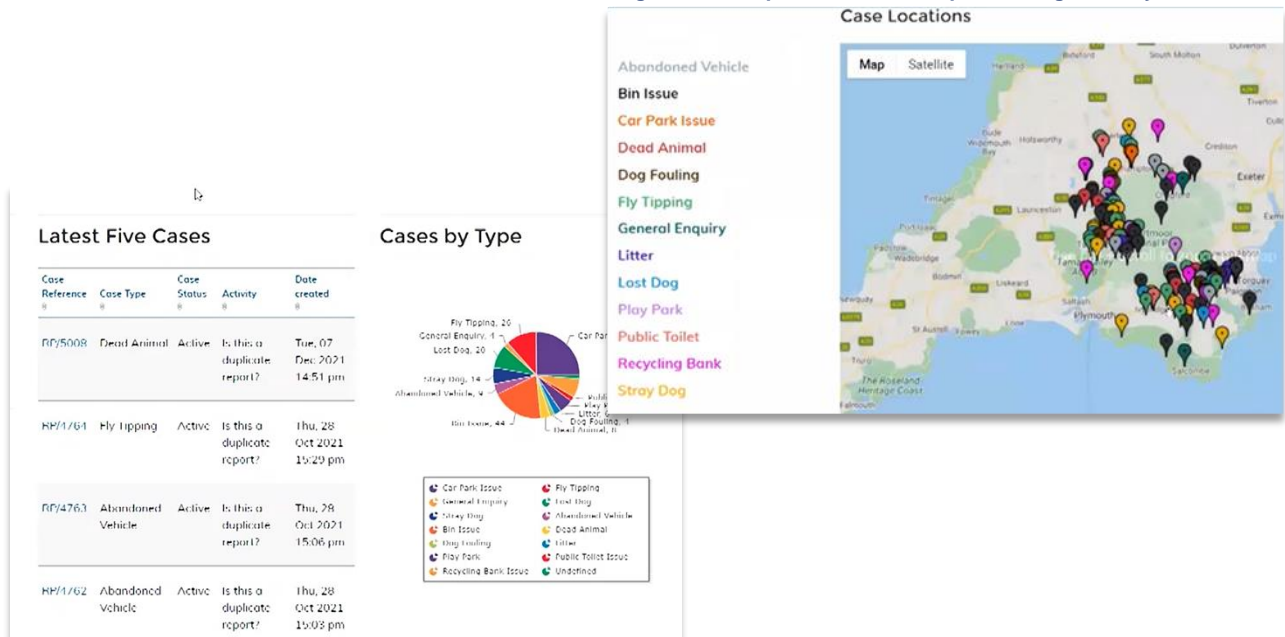
- ✓ Access to information improves with the single view of data from various back-end systems.
- ✓ Users get the information they need, the way they need it
- ✓ The council can continue to derive value from prior investments.

3.6 Real-time reporting

All data is available for reporting.

It can be displayed in a flexible number of formats. Creating dashboards is via drag and drop widgets, making it fast and easy.

Figure 8: example dashboards/reports using TEST system data



Dashboard

Appointments

Search

Tracking

Operatives

Inspections

Voids

Addresses

New Build Defects

Bulk

Repairs Admin

External Admin

System Admin

Reporting

West

Emergency Jobs Pending

8

Awaiting Booking

15

Appointment Confirmed

13

More time required

0

Materials required

0

Chargehand / MO required

1

Scaffolding required

1

Central

Emergency Jobs Pending

17

Awaiting Booking

38

Appointment Confirmed

22

More time required

0

Materials required

1

Chargehand / MO required

0

Scaffolding required

1

East

Emergency Jobs Pending

2

Awaiting Booking

18

Appointment Confirmed

5

More time required

0

Materials required

0

Chargehand / MO required

0

Scaffolding required

0



3.7 Enabling rapid innovation

The agile nature of development allows the digital team to test novel ways of achieving their goals with minimal risks.

Our customer work to push boundaries and a recent example for Cumbria is the use of 'What 3 Words' for reporting.

Cumbria's digital team are 2020 and 2021 iESE award winners and their management refer to them as the "Go-To problem solvers"

"The time What 3 Words saves is unmeasurable in my view. It allows the service to respond quicker and save money on abortive time looking for defects."
Karl Melville, Senior Manager, Highways Delivery

This innovation has saved 60 minutes for each of three managers per day or 15-hours per week. Innovation such as these are shared at our Friday community meet ups with Show and Tell sessions. What might your team learn?

[See Cumbria's story here](#)

3.8 GDPR Control

The in-built GDPR features support you to protect your organisation. Your builders are able to create compliant applications.

Your IT can provision and manage applications from a single control panel, providing governance and control. And two-factor authentication improves usability and provides reassurance to you IT and governance teams.

Figure 9: Security controls to support your GDPR configuration

User Role List					
Default Access/Permission					
Name	Interface	Top Tab	Viewport	Sub Tab	Pages
ASW Administrator	Allowed	Allowed	Allowed	Allowed	Allowed
ASW API Admin	Allowed	Allowed	Allowed	Allowed	Allowed
ASW Bin Delivery/Collection	Denied	Denied	Denied	Allowed	Allowed
ASW Bulky Waste	Allowed	Denied	Denied	Denied	Denied
ASW Clinical Waste Round Driver	Allowed	Denied	Denied	Denied	Denied
ASW Commercial Waste - Admin	Allowed	Denied	Allowed	Allowed	Allowed
ASW Commercial Waste - Crew	Denied	Denied	Denied	Denied	Allowed
ASW Compliance Officer	Allowed	Denied	Denied	Denied	Allowed
ASW Gravel/Excavation User	Allowed	Denied	Denied	Denied	Allowed



4 Training and support

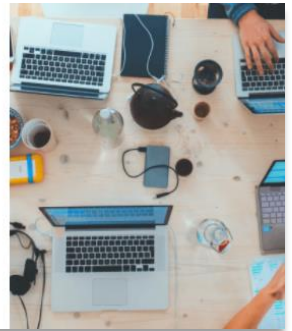
Training is available and essential prior to onboarding. There is formal instructor lead training and e-learning. The e-learning is free to access and examples can be explored within the [community](#).

Users are increasingly finding that our popular [Netcall Community](#) provides an environment for them as builders to find (and share) information, advice and resources.

Liberty Create

Choose an appropriate classroom course from our low-code training program and then book from our timetable of available dates. We'll be in contact about the arrangements.

[Start learning](#)



The Forum

Get build advice, Ask questions, get advice, hints and tips. Contribute!

[Contribute](#)



5 Conclusion¹

This document is provided to support Spelthorne Borough Council with information as you work to achieve digital transformation strategy goals. We believe that there is an opportunity for Spelthorne to maximise its investments, and as importantly prevent any duplicate purchases. Experience shows public sector change is never ending. Councils are called to be responsive to changing conditions, and transformation is never complete. Its essential that any tech allows your teams to be both digitally independent and future focussed.

The proposal summarises how Spelthorne can:

- Deliver efficient, good quality services, while being able to create capacity
- Achieve 75% digital-first, yet reach 100% of customers on their channel of choice
- Achieve future focus and digital independence
- Make ongoing revenue savings by replacing point solutions year-after-year
- Ensure IT control and governance

We wish the executive team all the best in the deliberations. We look forward to continuing our discussions as soon as convenient.

6 Your Netcall Team

We're here to help. We welcome the opportunity to work with you to move this opportunity forward. To discuss next steps or to raise any questions, please contact us on **0330 333 6100** or using the details below:



Account Manager: Andrew Walker
andrew.walker@netcall.com

Solutions Architect: John Sheehan
john.sheehan@netcall.com



Suite 203, Bedford Heights, Brickhill Drive,
Bedford MK41 7PH.



www.netcall.com

6.1 About Netcall

Netcall has more than 20 years' experience transforming customer engagement for more than 600 organisations. Customer experience is at the heart of everything we do. In fact, our own customer satisfaction surveys reveal that 99% of respondents would recommend us.

Liberty is our customer experience platform. It offers an easy-to-use suite of solutions, allowing you to make life easier for the people you serve. For more information, please visit [our website](#) or contact Andrew Walker.

Netcall Systems Limited is registered in England (03662618): Suite 203, Bedford Heights, Brickhill Drive, Bedford MK41 7PH.