**Business Case Lite – Luton Transformation Programme**

**Project Information**

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| **Project Title** | Service Integration |
| **Portfolio Tracker ref** | RX-005 |
| **Current Stage / Gate:** | Stage 0: Opportunity Identified |
| **Project Sponsor** | TBC |
| **Project Lead** | TBC |
| **Transformation Theme** | Resident Experience |
| **Contributory Transformation Theme(s)** | - |
| **Department and Team** | Housing/Customer Service/organisational wide |

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| *There is an opportunity to align with customer expectations and do more at the first point of contact. The corporate contact centre is the front door to all services but Housing Repairs and the MASH. Through integrating more complex interactions through the contact centre there is an opportunity to release officer time in services to handle more complex case work.* |

**Scope of Project / Opportunity**

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| **In scope** | **Out of Scope** |
| All services | MASH |

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| **Linked / Complementary OBCs** |
| Debt Prevention and Recovery  Service Optimisation  Resident Experience |

**Objectives**

* Identify where all customer contact is going across the organisation that is not currently measured through the Corporate Contact Centre and Repairs.
* Evaluate the opportunity to merge the Repair and Corporate Contact Centre and any of the other access routes into the organisation. Listing any benefits to customer outcomes alongside efficiency saving opportunity.
* Evaluate all services and the level of integration into the Corporate Contact Centre, create a programme of where Customer Services could:
  + Do more at the first point of contact.
  + Create better outcomes for customers through multi skilled whom understand all services.
  + Release capacity in the back office.
  + Improve processes in handoffs.
  + Measure the customer experience – through understanding service failure.
  + Deliver more actionable insight to services for continuous improvement.
  + Create a better understanding of customer demand through the organisation.
* A project to look at delivering more at the first point of contact in Northumberland County Council has identified £400k in savings through releasing capacity in the back office and reducing progress chasing calls.

**Assessment of the Current Position**

* The Corporate Contact Centre is the front door to all services except for MASH and the repairs contact centre.
* The Corporate Contact Centre has 41.81 FTE Customer Service Advisors and 6 FTE Customer Service Apprentices, costing over £1.3m. They receive approximately 730 calls per month.
* There is evidence that bringing more specialist skills to the front door enables better outcomes for residents and ensures they receive a resolution from the right team in a faster time.
* The repairs contact centre has a high performing team that meet their SLAs. Officer in the team responsible for answering customer enquiries also undertake other duties. The Repairs contact Centre is funded by the Housing Revenue Account (HRA).
* The Repairs Contact Centre has a total of 9 Customer Support officers (2 agency) and answer approx. 410 calls per month, however they undertake other duties alongside answering customer contact.
* Anecdotally the Repairs CC has reported getting a lot of calls from residents looking to contact other areas of the organisation, including housing offices and access to the homeless lists.
* The Corporate Contact Centre is operating in various ways that is service specific. In some areas they operate a “leave a message and get a call back” in others they have a telephone queuing system. Some services they take all customer enquiries and in others they take only telephone and not email (ASC).
* Corporate Contact Centre reports a 30% first call resolution for Adult Social Care calls, 95% Local Welfare assistance and 100% of payment calls for Council Tax arrangements, Green Waste and Registrars.
* No CRM is creating a challenge for the customer service teams to be able to view previous contacts from residents and look at status of service requests
* There is currently no oversight or understanding of demand coming through the organisation directly into teams.
* There are 1,151 telephone numbers published on LBC's website, of which there are 512 individual numbers. Furthermore, there are 769 email addresses online, of which 354 are unique.
* There is evidence that creating a team that is multi skilled across services can create better outcomes for residents, through understanding entitlements, services and identifying vulnerabilities. London Borough of Hackey merged 3 Contact Centres, including Housing and were able to train staff to deliver more at the first point of contact while creating efficiencies through restructuring.

**Proposed Changes**

* Evaluate the opportunity to merge the Repair and Corporate Contact Centre and any of the other access routes into the organisation.
* Evaluate all services and the level of integration into the Corporate Contact Centre, create a programme where Customer Services could:
  + Do more at the first point of contact.
  + Create better outcomes for customers through multi skilled whom understand all services.
  + Release capacity in the back office.
  + Improve processes in handoffs.
  + Measure the customer experience – through understanding service failure.
  + Deliver more actionable insight to services for continuous improvement.
  + Create a better understanding of customer demand through the organisation.
* The following assumptions have been made to identify to potential financial benefits and investments:
  + Savings are estimated through releasing capacity in back-office staff through deeper integration in the Contact Centre and opportunity to restructure staff and management costs through consolidating and centralising. *For example: Through better access to a CRM, training and specialist systems a customer service officer could avoid transferring a call through to a social worker or a housing officer who are paid at a higher level.*
  + The £300k savings estimate equates to saving 10 L4 FTE (including oncosts). These FTE would come from the Corporate Customer Contact Centre, Repairs, or other access routes through the organisation which currently operate; merging access routes into the organisation will allow for economies of scale.
  + By streamlining the number of unique phone numbers and email addresses that residents can use to contact LBC, economies of scale can be achieved by creating efficiencies and saving both resident and officer time.
  + There could be an investment required in more customer service staff when additional volumes are identified and centralised.
  + A training role would also be advantageous – however this could be created as part of the restructure.
  + Possible license cost implications in giving front line staff access to systems.

**Opportunity Qualification**

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| **Criteria** | **Rating** |
| Financial Benefits | *£300,000* |
| Effort / Easy of Implementation | *3* |
| Impact (financial and non-financial) | *4* |

**Financial Delivery**

One off Investment required and savings

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| --- | --- | --- | --- | --- | --- |
|  | **23/24** | **24/25** | **25/26** | **26/27** | **Total** |
| **One-off Investment** | - | - | - | - | - |
| **One-off Savings** | - | - | - | - | - |

Ongoing investments and savings

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| --- | --- | --- | --- | --- | --- |
|  | **23/24** | **24/25** | **25/26** | **26/27** | **Total** |
| **Recurring Investment** | - | TBC | - | - | - |
| **Recurring Savings** | - | £300,000 | - | - | £300,000 |
| **Net Savings** | - | £300,000 | - | - | £300,000 |

Note: This saving is a categorised as a ‘Budget Saving’, although there may be some minor investments required, £300k savings is considered a conservative estimate, which explains the net-savings figure.

**Finance’s Validated Figures:**

Finance have not validated the figures, resulting in confidence of 0% of the total proposed savings for 24/25 by default.

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|  | **23/24** | **24/25** |
| **Recurring Investment** | - | - |
| **Recurring Savings** | - | £0 |
| **Net Savings** | - | £0 |

The Transformation Programme and the MTFS may reflect different figures.

**Non-Cashable Benefits**

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| **Benefit** | **Description** |
| **Customer Experience** | Customer can get more complex issues resolved at the first point of contact. |
| **Employee Experience** | Employees will be dealing with the right level of complexity aligned to their roles. |
| **Productivity** | Services can handle more complex work through customer services handing less residents through. There will also be a reduction in any progress chasing calls if resolved early in the interaction. |
| **Social** |  |
| **Economic** |  |
| **Environmental** |  |

**Resources and Stakeholders**

The following summarises the team, and wider stakeholders involved in the project:

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| **Direct Team** | Human Engine and LBC Transformation Team |
| **Stakeholders – Governance and Decision Making** | Housing, Customer Services and all services |
| **Stakeholders – Customers / Beneficiaries** |  |
| **Stakeholders – Providers / Delivery Teams / Partners** |  |

**Risks**

The following top risks should be considered for this project:

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| **Ref** | **Risk** | **Likelihood** | **Impact** | **Total** | **Mitigations** |
| 1 | *If more work is moved into the Contact Centre without the correct level of resourcing this could lead to poor performance and complaints from residents.* | *2* | *3* | *6* | *Ensure that each service is correctly forecasted using Erlang C and any savings in the services could include an investment into the customer service team.* |
| 2 | There is a risk to any restructure due to pay disparity between housing staff and customer staff – Housing staff also have parking at the depot. | 2 | 2 | 4 | Ensure that HR colleagues are sighted, and details are captured throughout the development of the business case |
| 3 | There is a risk that without the close working relationship of customer support within BTS repairs could be misdiagnosed and time and effort in appointments could be wasted in other areas. | 2 | 4 | 8 | Ensure there is a diagnostic tool available and close working relationship remains with BTS through regular information sharing |

**Critical dependencies, constraints, assumptions**

* There is a dependency on the Customer Access Target Operating Model being designed with a centralised customer service team
* There is a current constraint on how customer contact is work flowed through to services as there is no corporate CRM

**Timetable – Key Activities and Milestones**

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| **Stage / Gate target milestones** | **(Target) Date** |
| Gate 0: Decision: Progress Opportunity | Oct 23 |
| Gate 1: Decision: Outline Business Case | Dec 23 |
| Gate 2: Decision: Full Business Case | Apr 24 |
| Gate 3: Decision: Investment Decision | Jun 24 |
| Gate 4: Decision: Go-Live / Handover to BAU | Jun 25 |
| Gate 5: Decision: Benefits Review Complete | Jun 26 |

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| **Project Deliverable** | **Start** | **Finish** |
| Staff survey to gather information on how and when customers are contacting services, what is working well and where improvements are required | Nov 23 | Jan 24 |
| Workshops held with services and customer services to ascertain level of integration and any opportunities | Nov 23 | Jan 24 |
| Options appraisal to ascertain viability of merging Repairs and Corp Contact Centres | Dec 23 | Mar 24 |
| Full business case developed with options presented to each service and Repairs | Mar 24 | Apr 24 |
| Projects identified for each service, including training, system and resourcing requirements | Apr 24 | Jun 24 |
| Intergration of additional customer contacts and training for deeper integration | Jun 24 | June25 |

**Approvals of this Savings Delivery Plan**

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| **Name** | **Role** | **Date Agreed** |
|  | *Project Sponsor* |  |
|  | *Head of Service* |  |
|  | *Contract Manager* |  |
|  | *Finance* |  |
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