

Resources Directorate  
Town Hall London, N1 2UD

**Report of:** Executive Member for Finance, Planning and Performance

**Meeting of:** Executive

**Date:** 20 April 2023

**Ward(s):** Not Applicable

**Appendix 2 to this report is exempt and not for publication because it contains exempt information under Schedule 12A of the Local Government Act 1972) Paragraph 3 of Schedule 12A of the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)"**

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## **Subject: Resident Experience Programme – Phases 1 and 2 Funding Approval**

### **1. Synopsis**

- 1.1.** The Resident Experience Programme has now been reset and is now structured into three phases of work.
- 1.2.** Phase 1 of the programme will focus on making improvements to the Council's telephone and face to face resident services. It will also deliver a series of tactical changes to improve resident satisfaction by the end of 2023.
- 1.3.** Phase 2 of the programme is designed to define our future resident experience offer and identify the business case, roadmap and funding required to implement the future offer for Executive approval by the end of 2023.
- 1.4.** Phase 3 of the programme will deliver the roadmap and the business case set out in Phase 2 of the programme. This phase will mainly focus on the more complex

work required to make significant improvements to our digital offer to residents and operating model.

- 1.5. This report seeks approval to funding for the Phases 1 and 2 of the Resident Experience Programme.
- 1.6. This report should be read in conjunction with Appendix 1, Appendix 2 (exempt) and Appendix 3.

## 2. Recommendations

- 2.1. To note the scope of works to be undertaken in Phase 1 of the Resident Experience programme set out in paragraph 3.3.2 of this report.
- 2.2. To note the scope of works to be undertaken in Phase 2 of the programme set out in paragraph 3.3.3 of this report.
- 2.3. To note paragraph 3.3.4 that outlines the timetable for approval of Phase 3 of the programme.
- 2.4. To note that Phases 1 and 2 of the programme will require a total investment of **£3.372m** of which, **£1.068m** has previously been agreed in financial year 2023/24 as detailed in paragraph 4.1.2.
- 2.5. To agree that the remaining 2023/24 Revenue cost of **£1.974m** is funded from the Business Strategy Reserve (50%) and the HRA (50%), based on the number staff in the Contact Centre supporting General Fund and HRA activity.
- 2.6. To agree the 2023/24 Capital cost of **£0.330m** is funded from the Business Strategy Reserve (50%) and the HRA (50%).
- 2.7. To note the ongoing costs of **£0.470m** per annum related to Phases 1 and 2 of the programme, of which **£0.367m** has already been agreed.
- 2.8. To agree **£0.103m** ongoing expenditure to be incurred from 2024/25 will be factored into the 2024/25 General Fund (50%) and HRA (50%) budget processes as base budget adjustments in the MTFS.
- 2.9. To note the expenditure for Phase 3 which is projected to cost in the region of £10.000m one off plus ongoing expenditure, which will be established in Phase 2 of the programme.

## **3. Background**

### **3.1. Programme Context**

- 3.1.1.** Prior to the pandemic the council recognised the need to transform its resident services and address years of under-investment in its front door services. A programme was set up and starting to take shape when the pandemic hit.
- 3.1.2.** The Council rapidly adapted to providing a whole range of new, and differing services and priorities during the pandemic very successfully.
- 3.1.3.** Following on from the pandemic the Council reopened its front door services, and with the growing complexity of resident needs and the previous lack of investment, the whole system has come under significant strain.
- 3.1.4.** This has provided the Council with the impetus to restart, and reset, the Resident Experience Programme and accelerate its delivery of real, tangible front door service improvements.
- 3.1.5.** The Resident Experience Programme has now been reset by the lead member Cllr Ward and the Chief Executive who is now leading the programme as its Senior Responsible Officer.
- 3.1.6.** A new programme board lead by the Chief Executive is now in place to ensure the accelerated delivery of real, tangible front door service improvements across the Council's channels (web, telephone, and face to face) and resident services.

### **3.2. Programme Design Principles and Scope**

- 3.2.1.** The programme has set out its design principles that outline the ambition of the programme and the outcomes it sets out to achieve. These are categorised under the following headings:
- Residents at the centre of our service and process design
  - Our contact channels
  - The way we are organised
  - Our staff
  - Our leadership

- Our processes
- Data, intelligence, and business analytics
- CARE value alignment

**3.2.2.** The programme has also set out its scope which will deliver real transformation to the Council’s resident services and the channels that our residents use to contact the Council.

**3.2.3.** The programmes design principles and its scope are further outlined in [Appendix 1](#).

### **3.3. Programme Phasing and Deliverables**

**3.3.1.** The programme has 3 phases of works as set out in the table below.

<b>Phase</b>	<b>Description</b>	<b>Timeline</b>
<b>Phase 1 – Turn Around Workstream</b>	To make tactical changes to improve resident satisfaction quickly. Focusing on face to face and telephone contact channels.	<b>Jan 23 to Dec 23</b>
<b>Phase 2 – Define Future Resident Experience</b>	To undertake work to define our future resident experience offer and the associated business case, roadmap and funding required for implementation	<b>Jan 23 to Dec 23</b>
<b>Phase 3 – Implement Future Resident Experience</b>	To deliver the roadmap set out in Phase 2 and will mainly focus on the delivery of significant improvements to the Council’s digital offering.	<b>Jan 24 to Jun 25</b>

**3.3.2.** Phase 1 of the programme has been set up to identify quick wins, make tactical changes to improve resident satisfaction quickly. This phase of the programme is due to complete in December 23 and will:

- Procure and start the implementation of the Contact Centre Omni Channel Solution.
- Procure and start the implementation of a new Complaints Management Solution.
- Implement change to our call routing to improve the experience for residents who contact the Council by phone so that they can get through to the right person more easily.

- Implement changes to our website to make it more navigable for residents and improve the web search capabilities.
- Run a series of ‘Quick Win Service Workshops’ for all services in scope of the programme and manage a project to deliver these quick wins.
- Make several improvements to our face-to-face spaces by:
  - Undertaking works to redesign our Access Islington Hub in 222 Upper Street to make it more functional and welcoming for residents you visit the Council.
  - Installing new kiosk computers in our Access Islington Hubs to provide greater access for those residents that are digitally excluded.
  - Installing new meeting pods in our face-to-face spaces to enable residents to have virtual face-to-face consultations with staff more easily.
- Identify cross training staff opportunities for our contact centre staff and implement training plans.
- Identify and rapidly recruit resources to deliver Phase 1.

**3.3.3.** Phase 2 of the programme sets out to define the Council’s future resident experience offering for all services within the programme’s scope. This phase will define the full roadmap, business case and identify the funding required to implement the Council’s future resident experience offering for member approval. This phase runs alongside Phase 1 and is due to complete in December 2023 and will:

- Define Vision, Design Principles and Blueprint
- Procure consultancy specialist services organisation that will:
  - Review the programme’s Vision, Design Principles and Blueprint
  - Conduct an ‘As Is Diagnostic’ of services in scope – including end to end processes, look for process inefficiencies, conduct demand analysis, establish ‘as is’ and future performance, SLAs and KPIs for all services within scope and all the Council’s channels.
  - Undertake resident research, and benchmarking of services, to support the design of our future services.

- Define to our future 'Resident Journey Maps' and the Council's 'Channel Strategy'.
- Outline the Future Operating Model for resident facing services.
- Define the 'Implementation Roadmap'
- Define Full Phase 3 Resident Experience Business Case.
- Identify and rapidly recruit resources to deliver Phase 2.

**3.3.4.** Phase 3 of the programme will deliver the roadmap, business case and operating model set out within Phase 2 of the programme. A full executive report will be prepared for approval of the funding of this phase by the end of 2023.

**3.3.5.** Phase 3 is due to start during January 2024 and complete in June 2025. At this early stage, the scope of phase 3 is likely to include several significant items such as:

- A new website with significant improvements to our online transactions offering.
- A new council wide Customer Relationship Management solution to provide a single view of our residents and support a step change in resident service delivery.
- Significant improvements to the data we use to drive operational performance.
- The delivery of a new operating model for resident facing services.
- End to end re-designed resident services, built around what our residents want.

**3.3.6.** It is important to note that anticipated timescales for all phases are dependent on market forces, availability of specialist resources and user adoption capacity.

**3.3.7.** Throughout the programme lifecycle it is important to develop the permanent workforce by making them integral to design, build, testing and ongoing support of the new products that the programme will introduce. Strategies to engender this principle will be developed across all phases of the programme's lifecycle to ensure long term sustainability and provide the organisation with the basis to continue to support, enhance and continually improve.

### 3.4. Investment, Return and Delivery Period for Phases 1 and 2

#### Implementation costs

3.4.1. In financial year 2023/24 this requires a total investment of £3.372m (£3.042m is revenue and £0.330m is capital).

#### Ongoing costs

3.4.2. Additionally, there will be £0.470m ongoing cost from 2024/25 onwards

### 3.5. Phase 3 potential investment

3.5.1. The business case and full costs for phase 3 will be established during Phase 2 of the programme for Executive approval.

3.5.2. Early indications show that this phase could cost up to £10.000m to implement. However, it is important to note that similar programmes of scale in other local authorities provide significant financial benefits and it is assumed that this investment will be paid back within a maximum of 5 years.

## 4. Implications

### 4.1. Financial Implications

4.1.1. The Resident Experience Programme aims to deliver real, tangible front door service improvements across the Council's channels (web, telephone, and face to face) and resident services.

4.1.2. The Programme will be split into three phases, with Phase 1 and Phase 2 will commence in March 2023, with an anticipated costs of **£3.372m** in 2023/24, of which **£3.042m** is revenue (Table 1 within Appendix 2), and **£0.330m** is capital (Table 2 within Appendix 2).

4.1.3. Of the **£3.042m** cost, **£1.068m** has been previously agreed:

- **£0.447m** – Procurement Strategy Report - Contact Centre Omnichannel Technology Solution (Key Officer Decision 17 March 2023),
- **£0.121m** – Previously agreed Contractor Business Case under delegated officer approvals,

- **£0.500m** – Key Decision via Budget Monitoring Report 23 March 2023.

- 4.1.4.** It is recommended the remaining 2023/24 cost of **£1.974m** is funded from the Business Strategy Reserve (£0.987m - 50%) and the HRA (£0.987m - 50%), based on the number of staff in the Contact Centre supporting General Fund and HRA activity.
- 4.1.5.** Additionally, there will be **£0.470m** ongoing cost from 2024/25 onwards, of which **£0.367m** has already been agreed as part of the Omnichannel Technology Solution Procurement Strategy.
- 4.1.6.** The remaining **£0.103m** ongoing expenditure, for a new Complaints Management solution and additional Microsoft Teams licences, to be incurred from 2024/25 will be factored into the 2024/25 General Fund (£0.052m - 50%) and HRA (£0.052m - 50%) budget processes, for agreement, as base budget adjustments in the MTFs. (Table 3 within Appendix 2)
- 4.1.7.** Phase 3 will commence in 2023/24, a separate report will follow to agree these costs. However, early indications suggest funding requirement at a total one-off cost of circa £10.000m plus ongoing costs (to be established in phase 2). These costs will be apportioned to the General Fund (50%) and the HRA (50%), based on the number of staff in the Contact Centre supporting General Fund and HRA activity.

## **4.2. Legal Implications**

- 4.2.1.** The council can use its general power of competence under the localism Act 2012 to approve this programme and the associated funding subject to its overriding duty of securing best value in all its activities.
- 4.2.2.** The Council has a general Duty of Best Value to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.”
- 4.2.3.** Under the Duty of Best Value, the council should consider the overall value, including economic, environmental, and social value, when reviewing these proposals. It should also consider consulting representatives of service users about the proposals.

## **4.3. Environmental Implications and contribution to achieving a net zero carbon Islington by 2030**

- 4.3.1.** None identified.



#### **4.4. Equalities Impact Assessment**

**4.4.1.** The council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The council must have due regard to the need to tackle prejudice and promote understanding.

**4.4.2.** An Equalities Impact Assessment was completed on 01 Mar 2023. The main findings are:

- The equalities impact assessment describes how the Resident Experience programme will have a positive impact on both staff and residents.
- Staff will be provided with the right tools, systems, information, training and support to ensure that they are empowered, knowledgeable and flexible enough to deliver the best services for our residents. The impact of which will be measured via post call questions asked at the end of every call to assess residents experience with the agent.
- Staff will be provided with the right tools, systems, information, training and support to ensure that they are empowered, knowledgeable and flexible enough to deliver the best services for our residents. The impact of which will be measured via post call questions asked at the end of every call to assess residents experience with the agent.
- The resident experience programme is intended to have a positive impact all residents who contact the council. The programme will deliver enhancements to all existing channels, deliver new digital channels and ensure opening hours and access to services are reviewed in line with the expectations and priorities of our residents. Improvements in data collection and reporting will help support a greater understanding of residents contact reasons and needs. This intelligence will be especially important to provide support for vulnerable and minority groups.
- The full Equalities Impact Assessment is appended.

## **5. Conclusion and reasons for recommendations**

- 5.1.** The Resident Experience Programme will deliver long lasting meaningful transformation the Council's services to residents following a period of under-investment. Our services will be redesigned around resident requirements so they can a great experience of contacting us whether that be through our digital, telephone and face to face channels whilst always supporting those residents that are digitally excluded.

### **Appendices:**

Appendix 1 – Programme Design Principles and Scope

Appendix 2 – exempt

Appendix 3 – Resident Experience Phase 1 and 2 EQIA

### **Final report clearance:**

Approved by: Cllr Ward, Executive Member for Finance, Planning and Performance

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