



# **Resident Experience Programme**

**Resident Experience Business Case –  
Phase 3**

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# 1. Purpose and Objectives

## 1.1 Resident Experience Programme Overview

### Summary

Following on from the pandemic the Council reopened its front door services, and due to a combination of the growing complexity of resident needs and a historic lack of investment, the whole system came under significant strain.

In response, the council's Resident Experience Programme was launched in March 2023. The Resident Experience Programme aims to deliver tangible "front-door" service improvements to meet the needs of Islington's residents. At the heart of this programme is a fundamental rethink of the experiences that residents have when they access services delivered by the council. The way in which the council delivers services and engages with its residents is a direct reflection of its commitment to the community, and central to delivering all five key missions set out in the council's Islington Together 2030 plan to create a greener, healthier, and fairer borough<sup>1</sup>.

Phase 1 and 2 of the programme have been delivered. This business case sets out the focus, priorities, investment and for Phase 3 and the benefits expected to be delivered.

### Phase 3 Overview

Phase 3 of the Resident Experience Programme will build on improvements already delivered in Phases 1 and 2 to improve resident experience across several key areas:

- **Enhancing opportunities for residents to do things online**, providing easy access to information and the ability to complete enquiries and transactions at a time and place that works for the resident, reducing the need for phone calls or face to face visits.
- **Improving the telephony experience for residents** who call the council, by reducing call waiting times and call handling times, and increasing the amount of telephone enquiries that are resolved at the first point of contact.
- **Encouraging residents to do more online** by promoting the council's digital channels and providing an assisted digital self-service offer both over the phone and face to face.
- **Providing tailored support for those who need it**, such as residents who are more vulnerable or who have more complex needs, within the council's Access Islington Hubs and other community locations.

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<sup>1</sup> <https://democracy.islington.gov.uk/documents/s31790/Appendix%201%20-%20Islington%20Together%202030%20Plan.pdf>

- **Making best use of data and digital solutions to increase efficiency and productivity** in the way that resident enquiries and transactions are handled and responded to.
- **Providing services that are accessible for all** across all contact channels considering the needs of those with protected characteristics – and in particular the needs of disabled people or those who are “limited a lot.”<sup>2</sup>

### Measuring the impact of the programme:

The council will measure and evidence the improvements made through the programme using the following overarching measures:

- **Improving the digital experience and encouraging residents to do more online:** We will achieve an overall target of 75% of resident contact taking place online by 2028 with an 85% or above average satisfaction rate with online services.
- **Improving the telephony experience and reducing call volumes:** We will reduce repeat telephone contacts by 25%, reduce the average call handling time by 30%, increase first-time contact resolution rates by 50% and achieve an 85% or above average satisfaction rate with contact centre services.
- **Improving face to face resident experience:** We will achieve an 85% or above satisfaction with support received through Access Islington Hubs.
- **Reducing the cost to serve for resident enquiries:** The programme will reduce the current costs of responding to resident enquiries, contributing to the council’s MTFS by enabling net savings of £2.775m over four years.
- **Ensuring our services are accessible to all:** We will ensure our website is accessible for everyone by ensuring compliance and routine monitoring of our website with web accessibility guidance and legislation (known as WCAG) and having a clear plan to address any areas of non-compliance.

### Phased Approach

The programme commenced in March 2023 and 2 planned phases have already been delivered as outlined below:

- **Phase 1:** delivering improvements to telephony services: The council implemented a new telephony system in September 2023. The new system has significantly improved call monitoring and call routing, resulting in sustained resident satisfaction levels of 85%.
- **Phase 2:** developing the resident experience target operating model (TOM): Within phase 2, the programme undertook a detailed analysis of service areas to better

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<sup>2</sup> See section 2.2 for further detail about Islington’s demographics.

understand the challenges residents face when interacting with the council. This work has culminated in the development of a new vision and target operating model (TOM) for resident experience, and the foundation for this business case.

In addition, through this phase, several pilot projects aimed at enhancing the resident experience have been undertaken to test and refine the target operating model and approach to delivery. These improvements include streamlining Parking and Permits processes, enhancing the functionality of online accounts, and making information on our website more accessible for residents.

- **Phase 3 (not yet started): delivering the resident experience target operating model (TOM).** This business case relates to phase 3 of the programme. During this phase, the council will build on the improvements already delivered in phases 1 and 2 to significantly improve and enhance the experience of residents who interact with the council, as detailed in the remainder of this business case.

### **Phase 3 Key Deliverables:**

The overarching deliverable for Phase 3 is a new target operating model (TOM) for the council's front door. Further detail about the TOM is provided in Section 3.

This phase of the programme will orchestrate the changes needed to drive channel shift, reduce failure demand, increase productivity and improve the overall resident experience when contacting the council for services. Five key deliverables will enable the delivery of the TOM.

- 1. Improved customer journeys for residents:** Building on previous analysis, key services will undergo further evidence-based improvements to streamline processes and reduce failure demand, ensuring a smoother, more efficient resident journey, and enabling residents to digitally self-serve where possible.
- 2. Improved website and portals:** Enhanced online platforms and accounts will continue to be developed to provide easier access to council services, driving a more user-friendly and transparent resident experience.
- 3. Consolidated contact centre and enhanced face to face offer:** An improved contact centre offer, prioritising first-contact resolution and a more consistent service for residents, regardless of service. The council's phone and online offers will be complimented by the face-to-face offer in Access Islington Hubs and other community venues, providing more tailored and holistic support for those who need it – particularly for residents who have more complex needs.
- 4. Improved digital and data architecture:** Systems and data that enable a seamless resident experience will be better orchestrated, delivering a "single view" of the resident or household. This will enable improved customer experience, increased productivity and data led decision making.

- 5. Culture, change and communications:** Engagement and communications with both residents and staff will underpin the changes delivered, coupled with staff training and activities focused on enabling lasting culture and behaviour change.

This phase will build upon the improvements made in earlier stages, ensuring that council services are designed with the resident at the centre, adding further scale and pace to resident experience improvements, and ensuring that the council's "front door" and the data and digital architecture that supports this drives resident focused decision making and delivery of services.

## 1.2 Business Case Overview for a new Target Operating Model (TOM)

This business case presents a new Target Operating Model<sup>3</sup> aimed at enhancing services for Islington residents. It synthesises outcomes from Phase 2 of the Resident Experience Programme and requests funding approval to continue improving residents experience as outlined above.

### Components of the Business Case

- **Strategic Case:** Context, evidence, and rationale for transforming the resident experience and the vision for the TOM.
- **Target Operating Model Components:** Critical elements necessary for the success of the TOM, outlined in section 3 below.
- **Financial and Commercial Case:** Evaluation of potential benefits versus required investments.
- **Management Case:** Roadmap for implementing the TOM.

### Decisions required:

- For the phase 3 of the resident experience programme to commence
- For the required funding to be allocated to the programme to enable delivery.

Benchmarking and evidence from other local authorities indicate that similar resident-centric transformation programmes yield substantial quantitative and qualitative improvements. Increased digitisation and process efficiencies have demonstrably enhanced resident experiences and delivered financial gains. See Appendix 1 for examples.

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<sup>3</sup> A Target Operating Model is a high level design of an organisation's future operating model.

## 2. Strategic Case

This section of the business case outlines the strategic context for the Resident Experience Programme and outlines:

- The Council's strategic aims and objectives
- Resident needs and demographic trends
- The current challenges and opportunities for improvement
- The options for change against this context

### 2.1 Islington Priorities

The "Islington Together Delivery Plan 2030" aims to empower our residents through the "five key missions". Orchestrating the enhancement of resident interactions and matching resident data across multiple services via the Resident Experience Programme is vital to accomplishing these missions.

The proposed Target Operating Model (TOM) and broader programme will enhance service delivery by ensuring the council is resident-centric in its design and that the overall experience of residents accessing council services and support is consistent.

The Resident Experience Programme will also inform the council's emerging Digital and Data Strategy and other service-led improvements across the council. There is also an interdependency with the council's work on digital inclusion (enabling residents to self-serve where possible), and early intervention and prevention with a range of strategic partners and the voluntary and community sector (providing holistic support to those who are more vulnerable or have more complex needs).

### 2.2 Resident Needs and Demographic Trends

Islington is densely populated with over 216,000 people living in the borough. Many more travel in and out of the borough each day for work, social and other reasons. The last census recorded a 19% increase in the population of the borough. Further increases in population are predicted. In addition, inequality in Islington is not new. However, Brexit, the COVID-19 pandemic, the cost of living crisis and other national and local challenges mean that Islington's communities are facing new hardships. Population growth as well as these hardships place additional demands on council services.

The quality of resident experience is crucial to the council, affecting both the daily lives and wellbeing of residents and shaping their trust and confidence in the council's services. It is vital in the context of a growing population with increased demands that residents are able to access the services and support they need easily. It is therefore essential that the council embraces new ways of working that enable it to best meet resident needs, whilst delivering cost effective and responsive services.

Islington has a diverse range of resident needs that the TOM will need to respond to.

The Council receives approximately **1.7m** resident contacts annually<sup>4</sup>. The current channel mix through which these contacts are centrally received is 27.7% digital, 60.0% office hours telephone, 8.6% out of hours telephone, and telecare, 2.7% face to face and 1.0% postal mail.

The borough is relatively young with a median age of 33, meaning a high proportion are likely to prefer to digitally self-serve where possible. Let's Talk Islington undertook a website survey between Feb – Dec 2023 to understand resident views of using Islington's website. 62% of residents responding to the survey stated online was their contact channel of choice.

Approximately 10% of Islington's population is classified as 'disabled' and 'limited a lot', making it the second-highest proportion of disabled residents in Greater London. This highlights the critical need for the future service model to prioritise accessibility and inclusivity, ensuring that services are designed to accommodate and support the specific needs of those who are disabled or limited a lot.

The Indices of Multiple Deprivation (IMD) ranked Islington as the 6<sup>th</sup> most deprived local authority in London. This high level of deprivation alongside mental health challenges highlights the need for wraparound complex support.

With 42.1% of households living in a socially rented property, effective management of housing contacts is key to delivering a strong resident experience.<sup>5</sup>

All residents and businesses in Islington can access at least a 10Mbps broadband connection, as mandated by Ofcom's Universal Service Obligation (USO). However, it's noted that 3% of adults in Islington have never used the internet or are lapsed users, indicating the need for ongoing digital inclusion efforts within the borough.

Islington Council is working with broadband providers to further enhance connectivity, particularly focusing on council estates through partnerships that bring faster broadband to more homes.<sup>6</sup>

## 2.3 Case for Change

The case for change is founded on detailed engagement with residents and stakeholders, alongside a thorough analysis of extensive data. This data includes costs, current communication channels, complaint logs, and direct feedback from residents. The following points highlight the main challenges and areas for improvement:

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<sup>4</sup> A digital contact is defined as a transaction completed online. Web hits which do not result in a transaction are not included in this figure.

<sup>5</sup> [How life has changed in Islington: Census 2021 \(ons.gov.uk\)](https://www.islington.gov.uk/news/how-life-has-changed-in-islington-census-2021)

<sup>6</sup> <https://www.islington.media/news/faster-broadband-is-coming-to-council-homes-across-the-borough>



- **Multiple Entry and data Points:** The council has various access points, making it challenging for residents and staff to navigate services efficiently.
- **Low Trust in Outcomes:** Focus groups with residents showed that resident trust is compromised by inconsistent responses and extended resolution times across different service channels.
- **Lack of Unified Resident View:** There is no consolidated view of residents' previous interactions, giving the impression that the council does not fully understand or remember individual resident needs.<sup>7</sup>
- **Undefined Organisation-wide Digital and Data Strategy:** The current digital strategy is unclear, with a mixed and poorly documented system and data architecture. In addition, the organisation's ability to access and operationalise data is an area of low maturity and requires workforce upskilling and enablement.
- **Inconsistent Service Delivery standards:** Resident transactions are predominantly managed at the service level without uniform standards or guidelines, resulting in a varied and sometimes conflicting council 'voice'.

As a result of the above, **the overall resident experience is fragmented and inconsistent.**

## 2.4 Future Vision and Principles

Learning from other organisations highlights the necessity of broadly disseminating a clear vision and set of design principles for the whole council to work towards, empowering teams to embrace and consistently implement changes.

A draft vision, aligned to the council's CARE values has been developed:

- By **collaborating** with residents and partners, we will provide resident-focused services that truly reflect our community needs and wants.
- Our **ambition** is to deliver the best resident experience through high-quality, innovative services which are accessible to everyone in the right place and at the right time.
- We will be **resourceful**, in particular harnessing the power of digital and data solutions, so that we can resolve most enquiries at the first point of contact.
- We will **empower** residents to self-serve where possible and offer more tailored support to those who can't.

A set of organisational design principles were also developed in phase 2 of the programme, informed by residents and stakeholder engagement. These are:

1. We will place the resident at the centre of service delivery.

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<sup>7</sup> Data orchestration to enable a single view of the resident will be subject to GDPR / safeguarding considerations within any future state design.

2. We will make council services accessible, easy to use, consistent, secure, and inclusive.
3. We will build trust and empower residents through increased transparency and communication.
4. We will improve the online offer to make it the 'channel of choice'.
5. We will work closely with partners to provide the right support at the right time.
6. We will be data-led by capturing insights and feedback to deliver continuous improvement.
7. We will make sure the right information and support is available to resolve issues at first point of contact.
8. We will increase collaboration and alignment across teams, so services look and feel like one organisation throughout. Residents will be able to achieve the outcome they set out to do without having to navigate the internal structures of the council.

These principles will guide the delivery of transformation and improvements within Phase 3 of the programme. They will also provide a guide for all service design and change within the council for the foreseeable future.

## 2.5 Shortlisted Options for the Target Operating Model

Based on wider research and stakeholder engagement, in consideration with the needs of residents, a set of options for the future operating model were identified. The table below summarises three options that were considered as part of this programme. These were assessed against the extent to which the options met the project objectives and design principles.

Option	Overview
<b>1. Maintain current state</b>	Resident contact continues to be managed as it currently is with separate contact centres and the current mix of channels.
<b>2. All contact managed centrally and digital as the default channel</b>	All resident contact is managed centrally by one integrated contact centre, with services no longer directly receiving contacts; digital is the default channel for all interactions.
<b>3. Simplified and rationalised access to the Council with greater fulfilment at first contact and digital as the channel of choice</b>	The three main contact centres (Access Islington, housing repairs and housing tenancy) are consolidated into one. Contact and support for complex cases continues to be managed directly by services. The digital offer is significantly improved so that it becomes the primary channel of choice with assisted digital and face to face channels for those who need them.

Engagement with services and the Resident Experience board informed the outcome of the options appraisal. Option 3 has been assessed to be the most suitable choice as it provides a platform for transforming the resident experience and access channels whilst still harnessing the service-level expertise and knowledge required to fulfil complex queries. This option is outlined in more detail in section 3 below.

# 3. Target Operating Model (TOM)

This section outlines the essential components necessary to implement the TOM proposed within the strategic case. It outlines the governance structures, capabilities, technologies, and approaches that are necessary for the TOM to be feasible and sustainable. The TOM components have been developed based on resident and service engagement, benchmarking, and data analysis, and align with the resident experience design principles.

## 3.1 Future Target Operating Model (TOM) Design

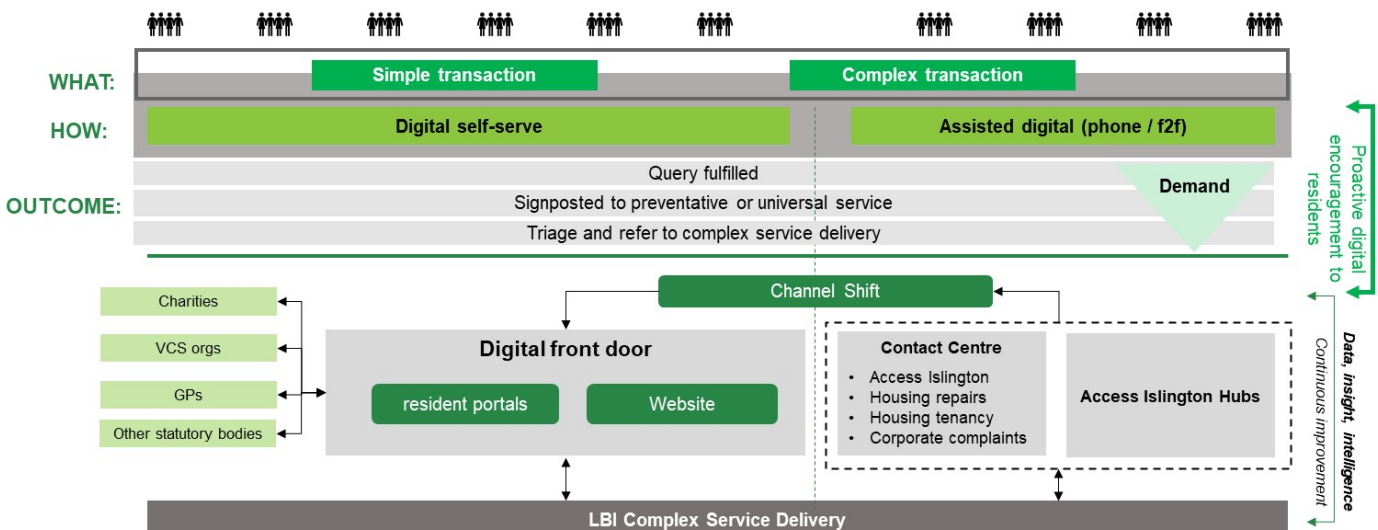
### Developing the Target Operating Model

A data-driven collaborative approach was taken to develop the target operating model. This included engaging with external stakeholders and residents to support research and benchmarking, engaging with internal stakeholders to carry out service reviews, and analysing business data relating to customer contact and experience:

- **Data, evidence and benchmarking:** Research, engagement, benchmarking, and analytical efforts were conducted to gather insights from residents, frontline staff, stakeholders, and other local authorities. This stage involved direct interactions with a wide range of internal and external parties and a thorough review of both primary and secondary data, including Islington-specific data to estimate current operating costs.
- **Internal engagement:** Insights from Stage 1 were shared and evaluated. Services were consulted to refine the vision for future resident experiences and to address identified service-specific challenges and opportunities.
- **Development of the TOM:** Insights from Stage 2 helped shape the programme vision, design principles, and the design of the future Target Operating Model (TOM). These elements are detailed in this business case in section 3 along with the operating model implementation plan and future steps for the programme.

## 3.2 Delivering the Target Operating Model:

The ways in which resident interactions will be managed through the future operating model are illustrated below:



This future operating model is designed to deliver easier council access for residents, with digital contact the preferred channel. The model seeks to reduce phone calls to the council as well as improving the phone experience where residents do need to phone the council, through the delivery of a consolidated contact centre, bringing together two Housing contact centres and Access Islington services. An assisted digital route will be available for those who need support with doing things digitally and a holistic, relationship-based support model will be in place for more complex needs and interactions.

By harnessing digital and data capabilities to enable the majority of residents to do things easily online (also referred to as channel shift), to improve resident journeys so that repeat calls or interactions are reduced (also referred to as reducing failure demand), and to improve productivity, the council will be better able to support the smaller proportion of residents who are not able to digitally self serve or have more complex needs and require tailored support.

In the future design, the fulfilment at the first point of contact will vary based on the type of interaction and its complexity, as illustrated below.



- **Self Service:** Simple requests which can be completed by the customer without the need for officer intervention. Examples would be making a payment, ordering a service (e.g. missed bin collection), or booking an appointment.
- **Assisted:** These will usually be simple services where the customer needs support to complete the transaction. These will be because of vulnerabilities, access to technology, or limited digital capabilities. Staff will provide coaching, where appropriate, to upskill and support self-service when making requests in the future.
- **Complex:** These involve more challenging, multi-faceted requests that may require specialist knowledge, such as a resident who needs tailored social care intervention.

For residents with more complex needs, council officers will provide comprehensive, multidisciplinary support tailored to residents' individual needs. For example, a resident facing housing challenges and mental health issues will receive coordinated assistance from housing services, health professionals, and social workers to ensure their housing needs are met while also addressing their mental well-being. This holistic approach ensures that all aspects of the resident's situation are addressed efficiently, leading to better outcomes.

This approach is grounded in user-centric design principles<sup>8</sup> that account for the needs of all residents, ensuring that services are accessible to everyone, including those with specific needs. Throughout phase 3 of the programme, changes implemented to resident journeys will be regularly reviewed. Performance metrics and resident feedback will be built into processes. A continued “test and learn” approach will be applied, enabling the ongoing refinement and improvement of the resident experience.

Service redesign will focus on the end-to-end resident experience and so, whilst the core focus of the programme is to improve the council's “front door”, to achieve this, process and service design will include hand offs to service teams, feedback loops to residents, and ensuring that the way in which resident interactions are managed throughout the council are optimised to ensure the best resident experience possible.

Underpinning this approach are a number of key enablers. Investment in the council's technical and data architecture will improve digital capability and develop a single view of the resident. This in turn will enable a better resident experience by delivering efficiencies in working practices in customer facing services, particularly the contact centre, delivering significant improvements to the council's website and online portals, and giving residents access to more and better information relating to their own personal interactions with the council.

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<sup>8</sup> User-centred design is an approach where the users' (or customers') needs are the starting point for design of products or services. The goal of user-centred design is to understand problems from the users' perspective and refine solutions through iterative cycles of feedback and testing new approaches or product features. It is often used for digital product design. However, it can also be applied to service design.

At the heart of this approach is the need to embed a culture of continuous resident-focused improvement within teams, ensuring that this approach becomes common practice across the council. To this end, phase 3 of the programme also includes a focus on wider resident-focused behaviour and culture change for the council.

### 3.3 Testing the Target Operating Model

Through phase 1 and 2, the council has already taken steps to improve the resident experience, including:

- Implementation of a new telephony system — this has improved real time and historical reporting and enabled the council to route calls more effectively and capture immediate resident feedback about their call experience. Using this data has enabled Access Islington to focus on targeted staff training focused on reducing call handling time.
- Improving resident interactions through the My Islington account, providing a single account for residents to access a suite of Council Tax Services – subscribe to paperless billing, apply for refunds and older person’s discount. Residents are also able to submit anti-social behaviour reports through a new my Islington form which then automatically routes the request through to the responsible team for processing.
- Integration from My Islington to Love Clean Streets to provide a seamless resident account experience. Residents can now request and pay for waste and recycling services via their My Islington account.
- Making improvements to processes, related information on the website and IVR (interactive voice response) call information relating to parking. A combination of data and call listening was used to understand the reason for calls, identifying that a large proportion were avoidable. The changes made to the resident journey have resulted in a 50% reduction in parking related calls.
- Developing “connector” roles in Access Islington Hubs. These are staff who are trained to provide an holistic service to residents presenting with more complex needs by connecting the resident to relevant support on an individual “wrap around” case basis rather than a service basis – either through the council or council partners such as the voluntary sector or health services. From launch to the end of August the South and Central Hubs 1063 connector sessions were held, 696 people accessed assisted digital help, and a further 4508 received advice and information or were signposted to relevant services. By partnering with other organisations, the hubs are also providing targeted support for issues such as obesity and gambling. These are often complex issues due to the impact of poverty, mental health, housing and other factors.

These examples have demonstrated the potential for transforming the resident experience and contributing to the Islington Together delivery priorities. Phase 3 of the programme will focus on bringing greater pace and scale to the delivery of resident experience improvements, by looking consistently across services to develop an overarching framework for resident experience

across Islington, including the orchestration of digital and data capabilities to provide cost effective, seamless resident experiences.

### 3.4 Operational Performance

Defining a performance management approach that encourages behaviours enhancing service delivery and aligns with the programme's TOM goals is crucial. This approach will drive cultural change through enhanced data analysis and insights. Key performance considerations include:

1. **KPI and Service Delivery Review:** Service delivery should be evaluated against KPI and working agreements. A new consolidated contact centre will require a fresh set of KPIs and a purpose statement that specifies desired behaviours in line with corporate resident service standards. This statement should be developed collaboratively with staff to encourage ownership and promote these behaviours.
2. **Increased Integration and Collaboration:** Dialogue with services and other local authorities highlights the need for more integration and collaboration between the central contact centre and broader services. Service Level Agreements (SLAs) and supporting practices need to be established to clarify roles, manage expectations, enhance accountability, and ensure clear ownership and management of tasks.
3. **Proactive Data Management:** An increased emphasis on proactive data management and reporting is necessary to develop a comprehensive understanding of how residents interact with new access channels, how these interactions evolve, and what they reveal about resident needs. Utilising web analytics, other channel KPIs, and qualitative feedback will be essential. Benchmarking indicates that other local authorities are investing in capabilities to integrate and analyse data effectively, using it to inform strategic decisions.

### 3.5 Technology and Data Enablement

Ensuring that the council's technology and data capabilities enable the anticipated resident outcomes and organisational changes will be an essential component of delivery.

Islington's digital service (IDS) has already reshaped its operating model and, under new leadership, is partnering with data and insight services to engage across the Council on a digital and data strategy for Islington. The principles in this strategy underpin IDS and data services' commitment to the iterative and adaptable delivery at pace of resident outcomes enabled by robust, resilient and innovative technologies.

The remodelled IDS service has an increased capacity to focus on service design and product management, including our website, customer relationship management (CRM) and data platform capabilities. The Resident Experience programme will draw significantly upon existing IDS and data and insight capabilities and resourcing to deliver its aims and the associated outcomes for residents. This has been factored into the resourcing requirements for the programme, focused on five key areas:

- **Website content and digital user journey improvement** to make it easier for our residents, partners and businesses to self-serve and manage their needs online
- **Resident data orchestration** to provide joined up services based on end-to-end visibility of a resident consumer of council services
- **Call centre telephony optimisation** to improve our residents' satisfaction with the service when they contact our first line colleagues
- **Automation** of manual and time-consuming processes so we can deliver benefits faster
- **Optimise data utilisation** to prevent and predict resident needs and reduce avoidable contact

These five areas of work should not be viewed as a distinct, self-contained projects; but rather a set of capabilities that together provide the foundations for improved resident experience and council productivity overall. An overview of the scope of each of these areas is provided below.

### **Website content and digital user journey improvement**

- **Replacing the Content Management System (CMS):** A content management system (CMS) is software that enables the council to create, manage, and modify the content on its website. The current platform was initially implemented in 2015. Whilst the platform is currently reliable in the main, it has functional limitations and would require a major upgrade from its current version to remain stable, supportable and suitable for future needs. It is vital that the council's CMS is fit for the future and enables accessible, mobile device ready web design and improved web features and to this end the business case includes the resourcing and costs associated with replacing the current CMS.
- **Web improvements and design:** A key enabler of the resident experience TOM is to design resident-facing processes around users. This will require a review of web content and changes to ensure the user journey is clear, easy to use, and that web content supports the council's channel shift ambitions. A wholesale or partial re-design of the website, based on user-centred-design, is ideally required, and this will be dependent on the delivery of the replacement CMS and will focus on improving the overall web experience, including accessibility.
- **Forms, portals and other integrations:** The council has already started to consolidate forms packages and service portals to provide consistent technology patterns and platforms for more effective resident engagement (for example, MyIslington and Love Clean Streets improvements). The Resident Experience Programme will drive the prioritisation and sequencing of these improvements aligned to the delivery of programme benefits and outcomes. In some cases, further integration of the use of automation (see below) will also be required.

### **Resident data orchestration**

- **Enhancing Data Insights:** Improved data insights can lead to better decision-making, tailoring responses to more closely meet residents' expectations. The programme will



coordinate and track ongoing work in areas like reporting and business intelligence across services to ensure that this is optimised in a resident experience context.

- **Data Platform:** The future-state technical architecture for the new TOM requires a well-designed data framework. Current data initiatives should progress in alignment with the needs of the resident experience programme, especially regarding customer insights and creating a unified view of the resident. The council has already invested in a data platform and data matching capability and there is significant opportunity to now harness this capability to both drive and support resident experience improvements.
- **Customer relationship management (CRM) capabilities:** Key to any effective customer relationship management is the ability to see a “single view” of the customer – albeit that in a council context there will be a number of considerations in relation to GDPR and appropriate data permissions that take into consideration the sensitive nature of some residents’ interactions with the council. The council has a number of systems that provide CRM capabilities – however, some of these are older solutions that present risk and need to be decommissioned. The programme will seek to draw upon existing capability (eg CRM, data platform, BI tools) to orchestrate data from multiple council data sources to surface data in a way that enables the resident to have more access to information relating to their own interactions with the council and contact centre staff to easily see a fuller picture of the resident and their interactions.

## Telephony Optimisation

- **Optimising the potential of the telephony solution:** Phase 1 and 2 of the programme focused on implementing the telephony solution across a number of customer facing teams. The Phase 3 focus will move to using additional features within the system to optimise the resident experience. This will include implementing features such as sending text messages, further improved IVR pathways and e-mail management to support channel shift objectives and improve productivity in the consolidated contact centre. These features are sometimes referred to as “omnichannel.”
- **Replacing the back office telephony solution:** The council plans to replace its back office telephony system. There is an interdependency with the Resident Experience Programme to ensure that there is consideration of the complete end-to-end resident journey where calls are handed off to other teams for more specialist or complex queries.

## Automation

- **Digital process automation:** The council already has a pipeline of automation project drawing on capabilities such as workflow,<sup>9</sup> optical character recognition (OCR),<sup>10</sup> and

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<sup>9</sup> A workflow is a system for managing repetitive processes and tasks which occur in a particular order.

<sup>10</sup> Optical character recognition (OCR) is Optical Character Recognition (OCR) is the process that converts an image of text into a machine-readable text format.

robotic process automation<sup>11</sup> to replace manual tasks. Process automation can improve information flow, decrease the risk of human error, decrease the time needed to carry out certain activities and deliver productivity gains within the council. Where appropriate these capabilities will be deployed within redesigned services to contribute to improved resident journeys, faster response times to queries and efficiency gains.

- **Artificial Intelligence:** AI technology is still emerging in local government and faces challenges such as legal and ethical considerations, data quality, and technology limitations. The Council will conduct pilot projects under careful ethical and data protection oversight to explore viable AI applications within the resident experience context.

### Optimise data utilisation

- **Operationalising data:** Providing access to dashboards for services and support upskilling in the operationalisation of data to define actions and shape service planning, so that service leads can 'self serve' information about the residents they support to help them improve their services.
- **Predictive analytics:** Utilising data more effectively will enable the council to prevent and predict resident needs and reduce avoidable contact.

These proposed outcomes support our change principle of 'design informed by data and insight' below, including identifying opportunities to automate process or integrate systems and processes.

## 3.6 Culture and behaviour change

Delivery of the programme overall will embrace the council's existing change principles:

- Start with our residents; understand need then plan collaboratively
- Focus on Islington Together, our missions and the outcomes
- Design informed by data and insight
- Do it together and empower others
- Test, learn and evaluate (remember what works already).

At the heart of phase 3 of the programme is a focus on staff communication, training and change management, driving a shift in the council's culture. The programme will draw upon input from all service teams and make use of core council resourcing wherever possible with ownership of changes sitting firmly with the services where changes are introduced. In approaching the programme this way, the council will ensure that staff at all levels are engaged in improving resident experience, embedding the appropriate skills and culture for ensuring that

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<sup>11</sup> Robotic process automation (RPA) is a form of business process automation delivered by defining a set of instructions for a robot or 'bot' to perform, enabling the automation of repetitive tasks such as extracting data or filling in forms.

continuous focus on and improvement of the resident experience is embedded in the council's day to day operations.

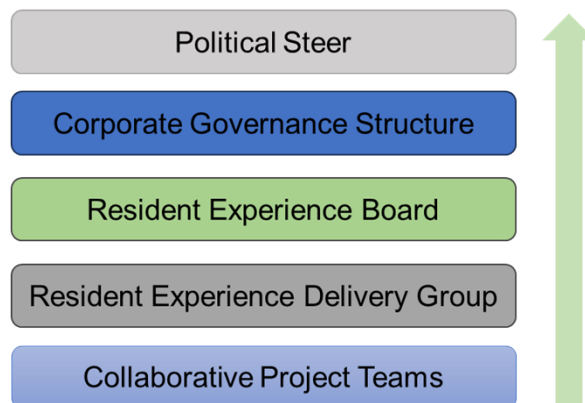
This work will be led by the council's existing change and communications teams, ensuring that a focus on resident experience is embedded in council practice. This includes reviewing and updating training offers related to customer experience and skills development relating to user-centred design. It also includes ensuring that a relentless focus on the resident experience is reenforced through mechanisms such as staff onboarding, staff communications, performance management and appraisals and organisational development activities.

To this end, additional resource to support these efforts has been factored into the business case and these roles will sit within the council's organisational development and communications teams, matrix managed through the programme to maximise the impact of existing council workforce initiatives as well as new ones.

### 3.7 Governance

We have an established robust governance for all resident-facing initiatives across the Council aligned with the strategic priorities to consistently deliver a high-quality resident experience.

#### Programme Governance Structure



The governance structure and control mechanisms are fully integrated with broader Council governance to ensure inclusive decision-making, clear responsibilities, and consistent monitoring of the program's progress in line with the corporate vision. The image above illustrates the Governance Structure. The Resident Experience Board's membership and Terms of Reference has been reviewed to ensure it contains cross-Council membership, which includes individuals who can effectively oversee the program's alignment with the Council's strategic priorities and scrutinise its progress.

Political leadership is directed by the Resident Experience Portfolio Lead (the Executive Member for Finance and Performance) and follows a structured pathway; from regular political oversight meetings between the Executive Member and senior officers, to meetings of the Executive through the council's governance structure.

The Corporate Director of Community and Wellbeing leads the programme as its Senior Responsible Officer with delegated authority from the Chief Executive. A programme board is 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. The board meets monthly.

## 4. Financial Case

### 4.1 Overview

The financial implications will be assessed within this section. It will consider:

- The approach taken to assess the benefits returned and investment required.
- Assessment of the quantitative and qualitative benefits.
- The programme and technology investment required to deliver the TOM.

### 4.2 Benefits Identification

As outlined within the strategic case, the implementation of the future TOM will realise both quantitative and qualitative benefits throughout the delivery of the programme. These benefits can be grouped into the below categories or levers:

**Failure Demand:** Failure demand is demand resulting from a resident needing to contact the Council several times because the Council has either not delivered an outcome for them, has not communicated an update, or has not met delivery expectations. In effect a resident has to make further requests because the service they have received is ineffective. Typical front door examples include requesting status updates, having to spend time recounting their circumstances or a particular request, phoning to check that their online interaction has worked, or contacting the council through another means because they have tried to do something online but not found it easy.

To address this, the programme seeks to improve our residents experience and satisfaction when interacting with services and improving the efficiency of service delivery through better fulfilment at the first point of contact. Reducing the volumes of this type of demand will achieve efficiencies and associated savings,

This will be supported by a strong digital and data offer, ensuring residents' concerns or queries are handled right first time. We will improve handovers and upskill front facing officers to reduce processing time and subsequently reduce the number of repeat contacts managed by the services.

**Channel Shift:** Increased digitisation will encourage residents to digitally self-serve, driving channel shift savings as higher-quality, cost-effective digital services mean more residents choose to interact with the Council this way.

Residents are also more likely to be satisfied by having increased ownership and control of their interactions with services, with better supported outcomes.

**Productivity Gains & Efficiencies:** Reductions in repeat contacts and a stronger digital offer will not only improve the resident experience, but it will also deliver significant efficiencies by reducing volumes of unnecessary calls and avoiding call centre agents having to spend time emailing services to find out the status of a service request, then updating the resident.

Increased digital fulfilment of customer journeys will drive further efficiencies by designing out specific processing activities e.g. increased integration or automation reduces the need to manually rekey information from e-mails into systems.

Comparable transformation programmes undertaken by other local authorities have been designed to deliver the benefits levers identified in Section 4.2, with a particular focus on channel shift, enabling several councils to make significant savings. These are outlined in Appendix 1.

#### 4.4 Benefits Realisation

Following detailed analysis of the potential benefits, by resident contact channel, profiled benefits have been outlined in the table below:

	Year 1 2024/25 £m	Year 2 2025/26 £m	Year 3 2026/27 £m	Year 4 2027/28 £m	Total
Failure Demand	0.078	0.285	0.350	0.583	1.296
Channel Shift	0.157	0.575	0.575	1.176	2.615
Productivity Gains and Efficiencies	0.025	0.090	0.111	0.185	0.410
<b>Gross Benefits (inc 27% optimism bias)</b>	<b>0.259</b>	<b>0.951</b>	<b>1.167</b>	<b>1.944</b>	<b>4.321</b>
Contact Centre Consolidation Saving	(0.851)	(0.695)	-	-	(1.546)
<b>Net Benefits</b>	<b>(0.592)</b>	<b>0.256</b>	<b>1.167</b>	<b>1.944</b>	<b>2.775</b>
<i>General Fund (56%)</i>	<i>(0.331)</i>	<i>0.143</i>	<i>0.653</i>	<i>1.089</i>	<i>1.554</i>
<i>HRA (44%)</i>	<i>(0.261)</i>	<i>0.113</i>	<i>0.514</i>	<i>0.856</i>	<i>1.221</i>

The percentage weightings that have been applied to the benefits profile are summarised in the next table.

	24/25	25/26	26/27	27/28	Total
Failure Demand Reduction	6%	22%	27%	45%	<b>100%</b>
Channel Shift	6%	22%	27%	45%	<b>100%</b>
Productivity & Efficiencies	6%	22%	27%	45%	<b>100%</b>

This profiled approach highlights how the realisation of benefits is anticipated to accelerate over the four years. Profiling is linked to the implementation and delivery of enabling technology capabilities, service redesign delivery, and the time taken to support, deliver and embed the necessary levels of people and cultural change.

We applied the savings above with an optimism bias of 27%, which was calculated according to Government Green Book guidance and agreed by Senior Council Officials. The rationale is detailed below:

Category	Item	Reason	%
Project Specification	Design Complexity	This is based on the level of change required, multiple stakeholder involvement, technology, and behaviour.	7%
Project Specification	Degree of Innovation	This requires significant changes in working practises and behaviour of residents many of whom are vulnerable.	7%
Client Specific	Number of Stakeholders	Impacts both internal and external stakeholders.	3%
Client Specific	Track Record of Delivery	Many projects have been delayed and underdelivered in the past.	3%
External Influences	Technology	Heavily dependent on getting in the right technology provider.	7%
<b>Total</b>			<b>27%</b>

The payback period for Phases 1-3 based on the savings of £2.775m is 5.24 years.

As a more detailed design and implementation plan is developed in Phase 3, a more detailed benefits realisation plan will also be developed. This will identify and track the realisation of benefits on a month-by-month basis and will also be linked to the individual Service Design projects that will support the phased / profiled delivery of these benefits.

The main KPIs to track the benefits released include:

- % first time resolution
- % of repeat contacts

- Time taken from first contact to achieve resolution/outcome for service users.
- % channel shift
- Resident feedback

Further, more detailed KPIs will be applied and tracked within each workstream.

## 4.5 Investment Considerations

To achieve the potential benefits this programme can deliver, this section will outline the proposed investment required to successfully deliver the future TOM.

A table summarising this investment is below:

	24/25	25/26	26/27	27/28	Total
REP Resources	£0.44m	£0.71m	£0.08m	-	<b>£1.23m</b>
IDS Resources	£0.10m	£0.52m	£0.35m	-	<b>£0.97m</b>
Org Change and Comms Resources	£0.05m	£0.19m	£0.19m	-	<b>£0.43m</b>
Technology & Platforms	£0.20m	£0.81m	£0.25m	-	<b>£1.26m</b>
Contingency (15% staffing and 10% other)	£0.11m	£0.29m	£0.12m	-	<b>£0.52m</b>
<b>Total Investment</b>	<b>£0.90m</b>	<b>£2.52m</b>	<b>£0.99m</b>	<b>£0.00m</b>	<b>£4.41m</b>

In addition, to give a more complete view across the phases of the programme, the table below summarises the total investment across Phases 1 to 3.

	Phase 1/2	Phase 3					Phases
	23/24	24/25	25/26	26/27	27/28	Total	Total
REP Resources	£1.29m	£0.44m	£0.71m	£0.08m	-	<b>£1.23m</b>	<b>£2.52m</b>
IDS Resources		£0.10m	£0.52m	£0.35m	-	<b>£0.97m</b>	<b>£0.97m</b>
Org Change and Comms Resources		£0.05m	£0.19m	£0.19m	-	<b>£0.43m</b>	<b>£0.43m</b>
Infrastructure, Tech & Platforms	£1.56m	£0.20m	£0.81m	£0.25m	-	<b>£1.26m</b>	<b>£2.82m</b>

Contingency	£0.29m	£0.11m	£0.29m	£0.12m	-	<b>£0.52m</b>	<b>£0.81m</b>
<b>Total Investment</b>	<b>£3.14m</b>	<b>£0.90m</b>	<b>£2.52m</b>	<b>£0.99m</b>	<b>£0.00m</b>	<b>£4.41m</b>	<b>£7.55m</b>

## Resident Experience Programme Resources

Investment in the Resident Experience Programme will be required to deliver the future operating model. Through a thorough review of resourcing requirements and mapping these to existing internal resource, every effort has been made to contain the proposed costs to a minimum within the business case, only supplementing these resources with additional specialist resource where there is a gap in current organisational capacity or capability.

The following resourcing principles will be applied to programme delivery:

- In house permanent resourcing will be the first point of call for programme delivery, where the capacity and capability exists within the council.
- Where the programme requires skills and capacity that cannot be met from existing substantive posts, the council's preferred approach will be to appoint on a fixed term basis.
- For harder to fill roles; specialist skills required for a shorter period of time; or resourcing requirements where fixed term recruitment would incur a delay that would impact on programme delivery, agency roles may be required.

As a result, the delivery programme will draw heavily on existing council resource – particularly in relation to data and digital delivery – supplemented by temporary resource (recruited on a fixed term basis where possible) where there are identified gaps in current capability or capacity. It should be noted that some of the additional roles the council will need to recruit to are recognised as 'hard to fill' roles, and challenges with recruitment could present a risk to delivery timescales. This will need to be closely monitored with either, a revision to delivery timescales and the associated benefits accordingly, or the option of contract resource being used in these instances.

Existing product teams will be deployed with the addition of support to build capability for data architecture and standards and integration build and management. This will include the discovery, development and delivery of the technology and platforms required to replace the current CMS system and provide CRM and “single view of the resident” capabilities for the organisation.

Resource will also be required to support the Service Redesign workstream. As the service redesign work generates individual business cases and requirements, Resident Experience Programme and IDS Service Design teams will collaborate in the development of the future state design which will support the realisation of benefits.



In addition, allowances have been made for resource to support artificial intelligence pilots, members enquiries, infrastructure architecture and data lake integrations.

### Organisational Change and Communications Resources

Investment will be required to support the Council through such significant transformation, develop and embed new skills, encourage new mindsets and achieve culture change.

To enable and foster a change culture and implement new ways of working to enhance our resident-centric approach, three posts have been allowed for as well as additional resources for any necessary training tools and techniques.

Senior ownership of the changes being delivered will be firmly embedded within the programme delivery approach. This includes ensuring that services are engaged and part of project teams delivering change, identifying senior owners for service area design and benefits realisation, and appropriate senior representation on the Resident Experience Board which is chaired by the Executive Director of Communities, Strategy and Change.

### Technology and Platforms

Moving to a future state aligned with the scope of the TOM, will require investment in technology, and in some cases this may incur increased annual revenue costs such as the costs associated with licensing and third party support.

A summary of the technology and platforms investment is profiled below. Full discovery, requirements gathering and consideration of how the council’s current technical solutions could meet requirements will be carried out before recommending the purchase of any new solution.

Where a new solution is required (CMS is one example) a detailed business case will be developed, taking into consideration any increase in revenue costs that would be incurred as a result of implementing the new solution. This would also be the case if the council were to expand the use of a current solution – resulting in the need for more licenses for example.

The anticipated increased revenue costs set out in the table below will be subject to a revenue budget growth request.

	24/25	25/26	26/27	Total	Ongoing Costs
CRM/Data platform capabilities implementation	£0.10m	£0.30m	£0.10m	<b>£0.50m</b>	£0.12m
CMS implementation	£0.05m	£0.30m	£0.15m	<b>£0.50m</b>	£0.13m
Telephony	£0.03m	£0.05m		<b>£0.08m</b>	£0.09m
Automation / Artificial Intelligence (AI)	£0.02m	£0.13m		<b>£0.15m</b>	£0.15m

Members Enquiries		£0.03m		<b>£0.03m</b>	
10% Contingency	£0.02m	£0.08m	£0.03m	<b>£0.13m</b>	£0.05m
<b>Total Investment</b>	<b>£0.22m</b>	<b>£0.89m</b>	<b>£0.28m</b>	<b>£1.39m</b>	£0.54m

## 4.6 Summary of Investment and Benefits

The analysis undertaken for **Phase 3** estimates that, over a four-year period, the future operating model will:

- Require a one-off investment for Phase 3 of £4.411m (this includes both resource and technology investment)
- Absorb the previous commitments to the MTFs for contact centre consolidation of £1.55m.
- Deliver net recurring benefits of £2.775m after adjusting for risk, increases in ongoing costs, and already committed savings for the contact centre consolidation.
- Achieve a payback period for Phases 1-3 based on the savings of £2.775m of 5.24 years. (Payback period includes the investment approved for Phases 1 and 2 which was £3.14m.)
- Require revenue growth of up to £0.539m to cater for increased licensing and support costs.

As mentioned, the modelling and underpinning calculations have been designed to provide moderated estimates about the potential benefits on offer. The modelling to quantify potential benefits will be refined further during Phase 3, especially with the development of individual business cases as detailed service design takes place, alongside the input of additional data, analysis and understanding on volumes, costs, and resources. This further detailed analysis and delivery progress may enable the council to review the optimism bias applied, leading to an increase in the overall quantum of potential benefits. Regular review points will be built into the programme plan.

The investment required assumes a substantial use of permanent council resourcing (existing permanent council roles), supplemented by more specialist or short term skill sets only where the council's existing capacity and capability is not sufficient to deliver the programme activities required. This resourcing approach yields significant benefits from a cost perspective. Risks associated with the approach are outlined in Section 5.4.

## 5. Management Case

The Resident Experience Programme will impact all services across the Council and is a key element of delivering the Council's Together 2030 Plan. This section of the business case

outlines the management case for the delivery of the Resident Experience Programme and outlines the:

- Key Dependencies
- Programme Risks
- Scope, Projects, and Implementation Roadmap

## 5.1 Scope

The work of the programme will be delivered through several workstreams. Each will have a senior responsible officer assigned, providing strategic oversight and ensuring alignment with the Islington Together Delivery Plan. These include:

- Contact centre consolidation
- Data orchestration
- Online improvements and channel shift
- Service redesign
- Culture, change and communication

In addition, a technical architecture and delivery board will be established to act as the programme design authority in relation to digital and data architecture.

The programme will provide coordination across each workstream, ensuring that dependencies are clearly identified and managed, and sequencing the delivery of change appropriately to achieve the overall Target Operating Model and associated programme outcomes.

A high-level view of each workstream and how it contributes to enabling the overall programme benefits can be found below.

## 5.2 Key Interdependencies

As well as dependencies within the programme that will need to be managed, there are several interdependencies with other strategies, plans and programmes the council is delivering. These are:

- Digital and Data Strategy development
- Housing improvement programme / review of Housing technical architecture / Housing regulatory changes
- Early intervention and prevention initiatives
- Digital inclusion initiatives
- Workforce Plan

In each case, between different programmes, projects, tasks, or activities will be identified, managed and tracked so that the impact of changes can be assessed and managed effectively particularly where there are risks identified or resource implications.

### 5.3 Programme Risks

There are several key risks associated with delivering this work, examples of which are provided below and will be captured, with impact assessment and mitigating actions, in the programme RAID log.

**Benefits and costs require further validation:** Benefits and costs have been developed based on assumptions but require further detailed engagement at a process level with services to estimate costs and volumes more accurately. This is currently being mitigated by keeping modelled forecasts prudent. As the programme progresses, more detailed business cases will be developed for individual projects and a robust mechanism for benefits tracking and realisation will be put in place.

**Investment costs require further testing and development:** Target channel shift targets have been developed based on assumptions developed through the research, benchmarking and analysis carried out in Phases 1 and 2. Further detailed work with services will be carried out as part of the development of detailed individual business cases. In the case of technology, investment costs have been estimated based on research and market understanding. These will be refined at the point of going to market for any new solution.

**Relying significantly on existing internal resourcing:** The resourcing model proposed relies predominantly on existing council capacity, supplemented by some more specialist roles where there are capability or capacity needs. This model reduced the associated investment ask of the programme, but also creates a risk that resourcing may be impacted by other council demands – particularly unforeseen demands such as new legislation, regulations or local or national crisis responses. It may also be affected by reductions in substantive staffing budgets over the coming years as part of the MTFs. Not being able to secure appropriate skills on a fixed term basis for hard to fill temporary roles may impact on programme costs and/or delivery timescales. The programme does have a contingency built into the budget to mitigate this risk and it may be necessary to use some of this contingency to address resourcing constraints if this risk materialises.

**Capacity for engagement across services:** This programme will impact all services across the Council and is key in delivering the Council's 2030 vision. Without a high level of buy in and cross-Council engagement, the programme risks not achieving the outcomes and impact intended. This risk will be mitigated by working with each service to understand the optimum timing for delivering change and ensuring this is factored into the sequencing of projects.

Ongoing management and monitoring of risks and mitigations will be a key responsibility of the programme team in Phase 3.

### 5.4 Scope, Projects, and Implementation Roadmap

The high-level programme plan on the next page, provides an overview of the key workstreams required to deliver the future TOM, and drive the channel shift required. These workstreams will enable the programme to realise the benefits outlined above.

Profiled benefits below are modelled on a percentage increase/decrease of Yr 1 – 12%, Yr 2 – 28%, Yr 3 – 40%, Yr 4 – 20%<sup>12</sup>.

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<sup>12</sup> These benefits are profiled differently from the business case financial benefits as they are enablers to the final savings and therefore will be delivered sooner than the total financial benefits.



Programme benefits (non-financial)	Base-line	2024/25 target	2025/26 target	2026/27 target	2027/28 target
Calls - % of channel mix	60%	55%	43%	25%	15%
Digital - % of channel mix	27%	39%	52%	70%	75%
% of Repeat contacts	54%	51%	43%	31%	25%
% productivity increase	0%	1%	2%	4%	5%
<b>Workstream:</b>		<b>Key Deliverables:</b>	<b>Key Deliverables:</b>	<b>Key Deliverables:</b>	<b>Key Deliverables:</b>
<b>Contact centre consolidation</b>		Finalise the operating model for the consolidated contact centre and detailed delivery and change plan. Mobilise contact centre consolidation.	Complete delivery of the consolidated contact centre. Transition to business as usual.		
<b>Data orchestration</b>		Discovery, scope and mobilisation of CRM capability/data platform work including procurement where required	Contact centre – CRM capability/ single view of the resident; Resident – surface more data sources to enhance the resident view. Operational dashboards.	Further personalisation for the resident, enabling failure demand reduction. Enhanced operational dashboards. Predictive analytics.	Complete in scope data orchestration activity and transition over to operational delivery data orchestration pipeline, building on programme delivery.
<b>Web improvements and channel shift</b>		Discovery, scope, mobilisation and procurement of replacement CMS work. Digital journey improvements aligned to service redesign, enabling channel shift	Complete procurement. Implementation of new CMS and website redesign improving accessibility and mobile device experience. Digital journey improvements continue enabling channel shift and failure demand reductions.	Digital journey improvements continue aligned to service redesign, enabling channel shift and failure demand reductions as well as enabling early help and prevention.	Complete in scope digital journey improvements and transition over to digital journey improvements operational delivery pipeline, building on programme delivery.
<b>Service redesign</b>		Redesign digital and IVR journeys for high volume calls (eg council tax, parking, housing repairs) maximising existing digital capability, enabling contact centre efficiencies. Prioritised service redesign business cases for 25/26.	Prioritised service redesign to focus on channel shift and reducing failure demand to deliver further contact centre efficiencies. Business case and delivery of adults and children's services front doors improvements.	Further service redesign to focus on channel shift and reducing failure demand across remaining services. Business case and delivery of early help and prevention improvements.	Complete in scope service redesign activity and transition to operational delivery service design pipeline, building on programme delivery.
<b>Culture, change and communications</b>		Communications, change and training plan for the programme	Resident communications and engagement; Staff engagement (ongoing); Change management and new ways of working	Transition to operational delivery	

## Appendix 1 - Research and Benchmarking Analysis

Comparable transformation programmes undertaken by other local authorities have been designed to deliver the benefits levers identified in Section 4.2, with a particular focus on channel shift, enabling several councils to make significant savings. Examples include:

- Lloyds UK Consumer Digital Index 2023. 94% of the UK use the internet several times per week and 85% use the internet every day. Individuals with the highest level of digital capability nationally is at 27%, with London being the highest area of the UK at 31%.
- In 2019, the Local Government Association's Digital Channel Shift Programme supported 23 councils to generate over £1.69 million in savings<sup>13</sup>. This included savings from reduced face-to-face and phone contact, reduced staff time, and lower print/post costs.
- The Royal Borough of Kingston's Customer Fulfilment Programme generated £716k of cashable savings in 2023/24 through increased channel shift and centralised contact management, with further savings of £1.1m planned. Kingston targeted an 80:20 channel split with digital channels comprising the 80%.
- LB Haringey's Resident Experience programme plans to introduce self-serve technology across its library estate, with an estimated saving of £676k across three years.
- LB Hackney's Future Workplace strategy and corporate centre transformation programme aims to increase digital uptake and develop more skilled and efficient front-facing staff, targeting cashable savings of £2.3m over a three-year period.
- As part of Manchester's Future Shape programme, an initial benefits realisation programme has been agreed that delivers £200k from Customer Services efficiencies in 2025/26 and a further £450k in 2026/27 onwards from an additional 20% shift to digital channels through the new customer offer and Residents and Business Digital Experience Programme.
- LB Hammersmith & Fulham achieved gross savings of £3.4m through moving to its target channel mix and driving digital interactions up by over 30%. Unit costs to serve; Digital - £0.78, Telephone – £6.83, F2F - £29.15, Mail - £7.65.
- A substantial number of local authorities have outlined their commitment to channel shift towards digital under the Local Digital Declaration – many have outlined a channel mix in line with that proposed in this business case.<sup>14</sup>

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<sup>13</sup> Local Government Association, 'The Digital Channel Shift Programme' Source: [channel-shift-final-evaluation-soep\\_1.pdf \(local.gov.uk\)](#) [Accessed March 2024]

<sup>14</sup> DLUHC – Local Digital: <https://www.localdigital.gov.uk/commitments/>