

Cabinet

14 OCTOBER 2010

LEADER

Councillor Stephen Greenhalgh

**CABINET MEMBER
FOR RESIDENTS
SERVICES**

Councillor Greg Smith

**OUTCOME OF OUT OF HOURS SERVICE
REVIEW - PROPOSAL TO TRANSFER
SERVICE TO HFBP AND THE ROCHDALE
CONTACT CENTRE**

**Wards:
All**

This report seeks approval to transfer the Council's Out of Hours Service to management of the Bridge Partnership and to be integrated into the Rochdale Contact Centre.

This will achieve up to £210k in operational savings a year whilst increasing the call-taking capacity of the service.

It is planned to achieve this transfer in February 2011.

A separate report on the exempt part of the agenda provides comments by the Director of Finance and Corporate Services and the Assistant Director (Legal and Democratic Services) on exempt aspects of the proposal.

CONTRIBUTORS

DRS
DFCS
ADLDS
DENV
DCS
DChS
HMS

Recommendations:

- 1. That approval be given to the transfer of the Out of Hours Service to the Bridge Partnership and the Rochdale contact centre.**
- 2. That the Director of Residents Services be authorised to enter into such agreements (and such terms) as she considers appropriate to enable the above transfer.**

<p>HAS AN EIA BEEN COMPLETED? YES</p>
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1. BACKGROUND AND CONTEXT

- 1.1 There is a need, and an opportunity, to make savings and enhance the Council's Out of Hours service. The current Out of Hours service has high customer satisfaction ratings; however, during periods of high demand some residents are forced to wait an unreasonable length of time for their call to be answered. Although short term sickness is low, periods of long term sickness have in recent years resulted in budget overspends as shifts must be covered. Following a benchmarking exercise and establishment of the Council's contact centre in Rochdale, it was recognised that there was a need and potential opportunities to enhance the service while decreasing its costs.
- 1.2 This service is the Council's key point of telephone contact out of hours for residents and partner agencies that have emergency issues, including housing repairs, duty social worker requests and environmental health problems. It is currently based in Hammersmith Town Hall within the Emergency Services Section, Residents Services Department.
- 1.3 A service review team was established in autumn 2009 with a remit to consider alternative options and recommend a future service model..

2. PROPOSED SERVICE MODEL

- 2.2 The Out of Hours operation should be transferred to the Bridge Partnership and be integrated into the Council's contact centre operation.
- 2.3 Only a transfer of service to Rochdale provides significant cost savings and utilises the investment and knowledge within the contact centre in relation to LAGAN CRM and the telephony systems.
- 2.4 The transfer provides significant service improvements, including a doubling of call-taking capacity, operators having access to customer relationship information, the ability to offer additional contact services (such as payments) out of hours and customer channelling.
- 2.5 The transfer of service is in line with the wider customer transformation programme which promotes the transfer of additional services to the Rochdale Contact Centre.
- 2.6 The current annual service cost is £401k. The net cost to the Council (RSD) is £247k, with H&F Homes contributing £154k. The five year savings model for the proposed option is:

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	5 Yr total
Total	£47k	£210k	£210k	£210k	£210k	£887k
Council	£10k	£119k	£119k	£119k	£119k	£486k
H&F Homes	£37k	£91k	£91k	£91k	£91k	£401k

- 2.7 The service will take 3-4 months to mobilise once a Cabinet decision is made. The service can be decommissioned with no fee provided 6 months notice is provided.

3. ALTERNATIVE OPTIONS

- 3.1 The pan-London framework agreement for Out of Hours service developed through Capital Ambition was considered in detail using a price / quality scoring system. However the costs are not competitive with Rochdale and the option does not provide the required quality in terms of customer relationship management.
- 3.2 Other options considered included:
- Modernising the current service and integrating with other out of hours services.
 - Combining services with a neighbouring borough.
 - Undertaking a formal market testing exercise. This was rejected due to the costs not being able to outweigh estimated benefits following the demonstration that even the highly tailored pan-London framework for Out of Hours services could not provide the technical and economic benefits required.

4. CONSULTATION UNDERTAKEN

- 4.1 A benchmarking exercise was undertaken against seven London Boroughs.
- 4.2 A corporate Service Review Team, which included Assistant Directors from the key service areas that use the Out of Hours service, reviewed the potential delivery options and have concluded that the service should be transferred to the contact centre in Rochdale.
- 4.2 The competition board has been consulted and have approved the full report and recommendations.

5. RISK MANAGEMENT

- 5.1 The subject of this report is not included on the corporate or a departmental risk register. Risks relating to all considered options have been considered by a corporate review team; those risks relating to the recommended proposal will be managed in line with the Council's risk management policy during the implementation phase.

6. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE SERVICES

- 6.1 These comments are in the separate report on the exempt part of the Cabinet agenda.

7. COMMENTS OF THE ASSISTANT DIRECTOR – STRATEGY, PERFORMANCE & PROCUREMENT

7.1 The AD has provided advice and support during the procurement process, and agrees with the recommendations contained in the report.

8. COMMENTS OF THE ASSISTANT DIRECTOR (LEGAL AND DEMOCRATIC SERVICES)

8.1 These comments are exempt from this report and are in the separate report on the exempt part of the Cabinet agenda.

LOCAL GOVERNMENT ACT 2000
LIST OF BACKGROUND PAPERS

No	Description of Background Papers	Name/Ext of Holder of File Copy	Department / Location
1	Business Case for outsourcing Corporate Out of Hours service(s) outcome of review 2009/10 (Full Report)	Martin Barnard Deputy Head of Emergency Services 2263	Resident Services Room 313 HTH
2	Appendix A (to full report) Quality Comparison & SRT scores		
3	Appendix B (to full report) Detailed Costing		
4	HFBP Solution Proposal – Transfer Out of Hours to Rochdale Contact		
5	Pan-London shared service, Out Of Hours call handling. Project Evaluation 2010		
6	Pan-London shared service Access Agreement for Framework		