

Appendix 2 - In-Sourcing of the Contact Centre

The Contact centre is currently managed by Axis. This model has meant that there is a gap in the Council's knowledge, as the Council is unaware of issues that arise from residents and the Council is not aware of complaints until they are escalated. It also means the Council does not have the direct relationship with the tenants when faults occur. An analysis of in-sourcing the contact centre is set out below:

Strengths	Weaknesses	Risks
<p>Council maintains first point of contact with residents</p> <p>Council can use service to address other issues e.g., tenancy issues (has cost/resource implications)</p> <p>Council has access to 'mood' of residents</p> <p>Performance measures for contact centre available directly.</p> <p>Totally transparent data</p> <p>May encourage greater interest from Contractors that lack capability to run contact centre.</p> <p>Works well in a model with multiple contractors</p>	<p>Capability of diagnostic tool and call takers diagnostic capability becomes Council risk</p> <p>Likely to be higher cost as Council T & C's increase costs e.g. 36 hour/week compared to 40</p> <p>Ability to book appointments compromised by system interface requirement</p> <p>May provide undue influence upon wider issues such as commercial model</p> <p>Soft market testing indicated strong market preference for contractor contact centre</p>	<p>Recruitment of resources complicated by TUPE (which will not be provided until just before commencement)</p> <p>Implementation of ICT interface can be problematic</p> <p>Procurement of Council-side ICT solution within timescale i.e. telephony and diagnostic tool (complicated if more than one contractor)</p> <p>Disputes regarding cost of misdiagnosis and missed appointments likely</p>

As the table sets out, the decision on whether to in-source the contact centre is finely balanced. However, as this report is proposing to split the works into 3 packages this shifts the balance strongly in favour of in-sourcing the contact centre as otherwise there would be 3 contact centres managed by different contractors. For this reason, it is proposed to bring the contact centre back in house. While large contractors prefer the Contact Centre to be under their control this is not critical in their decision to bid.

The Council aims to bring the contact centre in house prior to the expiry of the current contract so that the contact centre is established prior to the new contacts going live. There are a number of complexities around the in-sourcing of the contact centre including TUPE of staff to the Council, ICT systems and agreeing the removal of this element of the contract with our current contractor.

The intention to in-source the contact centre is subject to an affordability analysis to back up this plan, which will be considered and decided in accordance with relevant governance processes. In the event it is not deemed affordable, the option to outsource to a separate call centre contractor will be explored following the relevant governance procedures in accordance with the Council's Tenders and Contracts Regulations.