

Appendix A – Background Information

APPENDIX A – BEST VALUE REVIEW

SUMMARY

1. The London Borough of Lambeth is currently seeking consultancy services to support a best value review of its outsourced Revenues and Contact services.
2. This brief sets out:
 - a) Context and further information about the opportunity; and
 - b) The process and next steps.

CONTEXT

3. Lambeth like so many other Councils faces the most significant of all challenges, our resources are being reduced whilst at the same time demand for our services are increasing.
4. In March 2020 Lambeth agreed a transformation agenda which comprises two strategic programmes to respond to these challenges:
 - Total Resident Services Transformation
 - Customer Experience and Digital
5. The vision of the Customer Experience and Digital programme is “We make access to all council services simple for all, ensure that we offer a quality customer-focused service end to end, and enable maximum self-service for those that can.”
6. Specifically, the Customer Service and Digital programme seeks to achieve 4 strategic measurable outcomes:
 1. Achieve high customer satisfaction
 2. Be accessible and inclusive
 3. Deliver timely outcomes and right first time
 4. Increase effective customer self-service
7. At the same time the programme achieves savings in response to funding reductions and the ongoing impact of Covid 19, in order to protect council services.
8. The programme consists of a number of projects, one of these is to explore options for a new and radically different approach to how we manage our incoming enquiries (contracts) in order to enhance the resident experience and embrace a scalable digital solution to improve the consistency and enable residents to self-serve whenever. In parallel to this we are undertaking a triannual best value review of current contact and revenue services to benchmark performance, innovation, value for money and customer experience.
9. Lambeth's current Contact Centres are provided by Capita Plc, who operate two call centres (Southampton and Coventry) to handle all council enquiries during office hours, and out of hours. This includes revenues, benefits and housing services. All contact centre

technology in use is managed directly by Capita. The council is however introducing a new cloud-based Customer Relationship Management system and digital customer platform in 2021, which the contact centre will use, along with all customer services staff.

10. Capita also manage the revenue collection of Council Tax and Business rates as well as collecting the Business Improvement District levy on behalf of Lambeth's business improvement districts.
11. Initially contracted in 2011, with a variation to contract (adding the Housing contact centre) in 2017, the contract with Capita runs until 2026.
12. The London Borough of Lambeth is currently seeking consultancy services to support a best value review of its outsourced Revenues and Contact services.
13. The best value review will consider, quality, performance, customer experience, technology, and viable change to address out of date or redundant KPIs. We would also like to use the opportunity to establish a benchmark inhouse delivery price.
14. The review will begin on 02/01/2020 however the successful bidder will need to undertake pre-review work to develop the scope, project plan, and deliverables of the review throughout December.