

intercity»

CASE STUDY

Walsall Housing Group (whg)

Cutting Mobile Costs While Supporting Frontline Services.



AT A GLANCE



Client: Walsall Housing Group (whg)

Sector: Housing Associations

Challenge: whg was managing a mobile estate of approximately 2,200 connections, creating unnecessary cost, limited visibility and a lack of flexibility to optimise services as usage patterns evolved.

Result: Intercity redesigned the mobile estate, reduced mobile tariffs, enabled large-scale connection rationalisation and introduced a more flexible commercial model aligned to whg's operational needs.

Key outcomes:

- ✓ **£73k+ annual tariff saving**
- ✓ **Estate optimised from 2,200 to 1,383 active connections**
- ✓ **£9k estimated saving during migration**
- ✓ **30-day flexibility above minimum commitment**
- ✓ **Multi-network strategy across Vodafone, O2 and EE .**

About Walsall Housing Group (whg)

Walsall Housing Group, commonly known as whg, is a large not-for-profit housing association and registered charity. Formed in 2003, it provides affordable homes, regeneration services, and community support across the Midlands region.

Walsall Housing Group owns and manage roughly 23,000 properties across multiple local authorities, primarily in Walsall.

THE CHALLENGE

- ❗ For housing associations, mobile connectivity is more than an IT service. It enables housing officers, maintenance teams and frontline colleagues to stay connected while supporting residents across the communities they serve.
- ❗ whg's mobile estate had grown to approximately 2,200 connections over time. Like many large organisations, it faced a common challenge: understanding which connections were actively delivering value and which were simply adding ongoing cost.
- ❗ The organisation needed greater visibility into usage, a more cost-effective commercial model and the flexibility to reduce connections as requirements became clearer.
- ❗ The stakes were significant. Continuing to pay for underutilised services would place unnecessary pressure on budgets, while undertaking a major transformation programme without commercial flexibility could limit long-term savings opportunities.
- ❗ At the same time, whg's relatively small IT team needed support managing the complexity of a large-scale migration and optimisation project.

THE APPROACH

- ✓ Rather than focusing purely on tariff reduction, Intercity worked with whg to redesign the entire mobile estate around actual business requirements.
- ✓ The programme began with detailed analysis of the existing estate to identify dormant, low-use and unnecessary connections. This created a clearer picture of how mobile services were being consumed and enabled informed decision-making about future requirements.
- ✓ Intercity then negotiated a new Vodafone commercial model that significantly reduced the cost per connection while introducing greater flexibility.
- ✓ A key requirement for whg was the ability to scale the estate down as usage data became available. To support this, the agreement included 30-day flexibility above the minimum committed base, removing a common contractual barrier to optimisation.
- ✓ The solution also incorporated a multi-network strategy, with Vodafone operating as the primary network while retaining O2 and EE options where operational requirements demanded them.
- ✓ To minimise disruption and reduce pressure on internal resources, Intercity included migration planning, on-site support and lifecycle management services throughout the transition.

THE OUTCOMES

Significant Financial Savings

The new commercial structure reduced average mobile costs by approximately 40% per connection.

This delivered a recurring saving of more than £73,000 per year across the Vodafone estate.

Intercity also implemented transitional O2 pricing ahead of the migration, generating an estimated £9,000 saving during the three-month migration phase before the new solution was fully deployed.

Estate Rationalisation and Long-Term Value

Through reporting, analysis and usage-led optimisation, whg moved from a legacy estate of approximately **2,200 connections to a future-state design of 1,383 active connections.**

Combined with lower tariff costs, this created a potential annual **run-rate reduction of up to £175,000.**

Rather than simply securing a cheaper contract, whg gained a mobile strategy designed around actual operational needs.

Improved Operational Efficiency

With improved reporting, clearer visibility and ongoing lifecycle management, whg's IT team gained greater control over its mobile environment.

The programme reduced the administrative burden associated with managing a large estate and provided the support required to deliver change without overloading internal resources.

Greater Flexibility and Reduced Risk

The introduction of a multi-network strategy reduced dependency on a single provider and improved flexibility across different operational scenarios.

Meanwhile, the 30-day flexibility model ensured whg could continue optimising the estate as requirements evolved, helping avoid the long-term inefficiencies often associated with fixed connection commitments.

🗣️ Customer Voice

When systems behind the scenes don't work properly, the impact doesn't stop at our IT team. It reaches frontline colleagues, and ultimately the residents who rely on those services being delivered well."

Dan Groom, Service Delivery Manager, Walsall Housing Group

WHAT THIS MEANS FOR OTHER HOUSING ASSOCIATIONS

Many housing associations carry mobile estates that have evolved over years of organisational change, workforce growth and service expansion.

The challenge is rarely tariffs alone. It is understanding:

- ✓ Which connections are genuinely required
- ✓ Where unnecessary spend exists
- ✓ How to maintain service quality for frontline teams
- ✓ How to create flexibility without introducing risk

Walsall Housing Group's experience demonstrates that meaningful savings can come not only from better commercials, but from taking a data-led approach to estate design, connection rationalisation and long-term flexibility.

The result was a mobile estate that is leaner, more cost-effective and better aligned to the needs of the organisation and the residents it serves.

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