



Haringey Council

Report for:	Cabinet Member for Economic Development	Item Number:	
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Title:	New brand identity strategy for Haringey
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Report Authorised by:	Nick Walkley, Chief Executive
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Lead Officer:	Simon Jones, Assistant Director for Communications
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Ward(s) affected: All	Report for Non Key Decisions:
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1. Describe the issue under consideration

- 1.1 This paper proposes a new brand identity for Haringey which champions the borough and brings our identity in line with our modern values, ambitions and strengths.
- 1.2 The work includes a new visual identity (logo) for Haringey and brand strategy.
- 1.3 Brand identity plays a major part in securing confidence, attracting investment and retaining and recruiting a skilled workforce. The borough continues to change and improve at a fast pace. This paper proposes that now is the time for the council and borough to consider a new brand identity which strengthens and underlines Haringey's unique role in London while reflecting the warmth and positivity of our communities.
- 1.4 It is further proposed to use the implementation of the brand strategy to launch the council's new values which underpin the professional standards expected of staff.



2 Cabinet Member introduction

- 2.1 I am in.
- 2.2 Let me explain. Haringey was formed 50 years ago this year, by the mergers of Tottenham, Hornsey, and Wood Green. Since then too often Haringey has been seen as a Council that delivers services, over the people and place those services are designed to support. I am in because today this has to change.
- 2.3 We've learned that often, people who see the Haringey logo, don't recognise the reference to our heritage with broadcasting, but instead see things like lightning bolts. I am in because we need an identity that clearly reflects our heritage, but more importantly, communicates who we are today and our ambition for the future.
- 2.4 I am in because residents told us that to live and work in Haringey is to be part of something unique and something great. We needed an identity to celebrate that.
- 2.5 I am in because the residents I meet who give me the privilege to serve tell me that it's the people who make Haringey – a unifying attitude that creates an atmosphere of expression and voice, and it is right we celebrate that.
- 2.6 I am in because I am optimistic and ambitious for our future and we need an identity that reflects our promise and potential rather than our authority and past.
- 2.7 I am in because Haringey is dynamic, always changing, and from Oliver Tambo to Bernie Grant, from the fight against section 28 to standing against racism, and from innovation in business to community organisation we are always part of this change. We need to embrace and celebrate that change of the past and of the future.
- 2.8 I am in because this is Haringey, a borough I love above all others, because it is an authentically London at its very best, and it's time to stand out from the crowd.
- 2.9 I am in, because Haringey is much more than just a place. It's an attitude. Are you in?

3 Recommendations

- 3.1 It is proposed that the Cabinet Member :-
- I. Authorises a change of visual identity for Haringey, to be implemented from September 21st 2015.
 - II. Agrees that substantial implementation, apart from main council signage, should only occur as items need replacing.

4 Alternative options considered



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- 4.1 The opportunity to keep the current visual identity has been considered. However it is considered that one-off investment in a new visual and brand strategy will have long lasting benefits. Brand identity is important when it comes to securing confidence, in retaining and recruiting a skilled workforce and in securing investment interest.

5 Background information

- 5.1.1 The council's current identity has been in place since 2007, having evolved from previous identities that have been in place since 1966. It could be argued that the council has out grown this identity and it no longer represents the borough's strengths and personality. Part of the reason is because the identity is inward looking in reflecting the council as an organisation, where as the three-year corporate plan is far more outward looking, recognising the council's role in place making and working with communities and partners to deliver against Corporate Plan ambitions.
- 5.1.2 There is also some limited evidence to suggest that our current identity is not widely understood. In an exercise where residents were interviewed in the streets only one out of the ten people quizzed made the connection between the current logo and the first broadcasting beacon from Alexandra Palace.
- 5.1.3 In assessing the options for a new identity the following objectives were set :
- improve the profile and image of the council with residents and key stakeholders
 - ensure the identity reflects our vision for the borough as a place of true potential and ambition
 - be a catalyst for a wider programme of culture change
 - help with the recruitment and retention of staff by creating a stronger sense of identity for the council

6 The relationship with values

- 6.1 New brand implementation is a major opportunity to support change and transformation by embedding the council's new values – the professional standards expected of staff.
- 6.2 The council is launching four new values, as set out below:

Human: We make it easy to deal with us. We ask our customers what they think and listen to what they say. We are aware of our impact on others. We build trusting relationships. We are honest and supportive.

Ambitious: We push boundaries. We compare our performance with the best. We continually improve. We are curious and innovative. We look for different ways to do things. We are brave. We embrace change.



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Accountable: We take responsibility. We deal with things without being told. We keep our promises. We give credit where credit is due. We spend taxpayer money as carefully as we would our own. We solve problems. We all do our fair share.

Professional: We are Haringey's ambassadors. We resolve matters first time. We serve others as we wish to be served. We have the right skills. We take pride in what we do. We care about reputation. We are business focused.

- 6.3 The implementation of the brand will include a major internal campaign between October and January to promote the new values, inviting staff to recognise colleagues who are applying the values, thus building ambassadors across the organisation.
- 6.4 It is recommended that implementation includes providing staff with a Haringey pin badge to help reinforce organisational identity and pride.

7 The relationship with Customer Service Transformation Programme (CST)

- 7.1 The Customer Services Transformation Programme has been operating since May 2013 with a scope to ensure the Council works in a customer focussed way.
- 7.2 The programme is working to bring more activity to the front end. A number of council services who have direct contact with customers are being integrated into customer services to ensure that customer contact with the council is easier and can be dealt with more efficiently and effectively. The ultimate aim is to create a better customer experience, changing the way we do things and empowering the customer to engage with the council in a way they prefer. In addition the programme will invest in digital technologies to enable customers to self serve using a customer portal via the council website.
- 7.3 There is major work underway arising from a full service review to transform Haringey's libraries into an integral part of a consistent, cost effective customer offer. In addition to this work is currently being carried out to look at council reception points. New customer service standards have also been launched which specify the service standards that residents should expect.
- 7.4 Work is also underway to transform the council's website to make it easier for residents to access services and information online. The work includes the integration of a customer portal in November which will allow residents to open their own 'Haringey account'.
- 7.5 The new brand identity will be applied to and support these existing programmes.

8 The commissioning route and timetable

- 8.1 The council commissioned Bandstand, a design agency, to deliver a new brand identity strategy following a procurement exercise.
- 8.2 The following timetable was set down for completion of the work



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Research with staff and residents on Haringey's characteristics 3 weeks

Analysis of research: 1 week

Brand strategy to promote Haringey's strengths: 3 weeks

Brand visual identity 5 weeks

Engagement around visual identity: 4 weeks

Creative concept, how visual identity works in different uses: 2 weeks

Brand guidelines: how visual identity is applied: 2 weeks

- 8.3 As part of engagement activity a drop-in session was held for staff and councillors on June 15th where various options were presented.
- 8.4 Following engagement activity refinements were made to the visual identity concepts. It is recommended that implementation occurs on Monday September 21st.

9 Implementation

- 9.1 In order to keep costs down it is proposed that major implementation of visual identity only occurs as opportunities present themselves, i.e. as uniforms, stationery or when everyday signage that needs replacing.
- 9.2 To coincide with the brand identity launch it is recommended that a short film be commissioned and unveiled on September 21st which depicts the Haringey story. The purpose of the film is to promote the borough's strengths and is intended to be used to attract investment in the borough and help in the recruitment of staff across the borough's public sector.
- 9.3 Work is already underway as part of the customer transformation programme to modernise and improve Haringey's website. The work includes integration of a 'My Account' customer portal. The first phase of this work will be launched alongside new brand identity on September 21st
- 9.4 It is recommended that physical implementation includes:
- Major council signage: Civic Centre, River Park House, Alex House and libraries
 - New staff ID cards
 - Panels on refuse vehicles
 - Staff pin badges

10 Costs

- 10.1 The following table sets out all the costs incurred. The £40,000 agency commissioning cost has come from unused 15/16 inflation budget provision (non-service related revenue), £42,151 has come from the communications revenue budget while £3,783 has come from IT revenue budgets as a share of work already planned to deliver new staff ID cards.



Costs 2015/16	
Agency commissioning (brand strategy and visual identity)	40000
Major council signage	7881
Agripa waste refuse panels	8000
Staff ID cards	7566
Pin badges	2489
Film to promote the borough's strengths (to be used for recruitment)	20000
Total	85936

11 Comments of the Chief Finance Officer and financial implications

11.1 The Chief Finance Officer confirms that sufficient budget has been set aside to cover this expenditure which is all one-off in nature.

11.2 The costs of changing branding moving forward (see paragraph 10.1) will be met from service budgets as and when they are required; this is in line with the existing process.

12 Comments of the Assistant Director of Corporate Governance and legal implications

12.1 Under s1 of the Localism Act 2011, an authority has a general power of competence to do anything, whether for a commercial purpose or not and for or otherwise than for the benefit of the authority, its area or those resident or present in the area.

13 Equalities and Community Cohesion Comments

13.1 The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:

- Tackle discrimination and victimisation of persons that share the characteristics protected under S4 of the Act. These include the characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation;
- advance equality of opportunity between people who share those protected characteristics and people who do not;
- foster good relations between people who share those characteristics and people who do not.

13.2 The change to the Council's branding will be accessible to everyone and is intended to develop as an inclusive brand for the borough. This decision does not have any implications for the Council's equalities duties to staff and residents.



14 Head of Procurement Comments

14.1 Commissioning of the organisation to undertake the Council re-branding process followed a competitive process in line with the requirements of Contract Standing Order (CSO 8.03) which stipulates obtaining three quotations

14.2 Bids were assessed against approach to the project, in line with Council requirements, as well as, cost and the ability to deliver including previous experience

14.3 Following the prescribed process ensured the Council received best value for the re-branding and updating of its corporate image in line with new objectives as a professional, ambitious and accountable organisation

14.4 There will be further procurement ramifications of the adoption of the new brand in relation to sourcing products. Service should ensure that the appropriate procurement process is followed

15 Policy Implication

15.1 The implementation of a new brand identity supports the delivery of the Corporate Plan, particularly in regard to Priority 4 (economic growth) by raising the profile of Haringey as a great place to live, work and invest.

16 Reasons for decision

16.1 The implementation of a new brand identity that reflects the borough's strengths and assets would strengthen confidence in the borough as a place to live, work and invest, It would also support the council's change programme and recruitment policies.

17 Use of Appendices

17.1 There are no appendices.

18 Local Government (Access to Information) Act 1985