

### Outcome 17: A council that engages effectively with its residents and businesses

Objective a) Residents and businesses feel engaged with and show high levels of trust in the council

Lead:

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Deploy a range of innovative engagement activities appropriate to the issue	Establish Citizens' Panel, to facilitate both online and face to face engagement activity, by October 2019	Initial set-up costs estimated as £40k	
Develop Business / VCS Pledge to underpin commitment to business community and voluntary/ community sector	Pledges to be formally signed in July 2019		
Use residents' survey findings to identify areas where there is concern and use this to inform future decisions	Survey findings have informed Borough Plans and its Year 1 delivery plans from July 2019		Next resident surveys due in 2020 and 2022
Use Fairness Commission to engage range of residents stakeholders, partners and experts, to understand how the council can tackle issues of inequality and fairness	<p>Work to focus on five strands as of June 2019</p> <p><b>Engagement with public services</b> – to link with the Council's Front Office Back Office Programme, and 'soft skills' workforce development within the People priority.</p> <p><b>Insecurity in housing</b> – to link with Housing Strategy</p> <p><b>Children and young people</b>, focusing on spaces, exclusions – to link with Exclusions review and Young People at Risk delivery.</p>	Any financial implications of recommendations from the Commission will be considered as the recommendations are developed over late summer and autumn	Mechanisms for following up progress on implementation of recommendations to be determined.

	<p><b>Capacity within the VCS</b> –potential to feed into focus on VCS / community capacity building through People Priority</p> <p><b>Migration, cohesion, community safety</b> – to link with ‘Welcome Strategy’ and Haringey Welcome.</p> <p>Final report from the Commission with recommendations is due in November 2019</p>		
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**Objective b) We demonstrate clear understanding of the needs, aspirations, opportunities and strengths of Haringey’s communities, and use this to inform our decisions**

Lead:

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Work to reform our data collection, storage and analysis so that it is robust in informing our decision-making	Initiation from July 19		
Pilot different approaches to open up our data for public use	Initiation from Sep 19		

**Objective c) We make available to our residents and businesses the information and connections they need to make their own decisions and to thrive individually and collectively**

Lead:

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Ensure that services are developed with the people who use them making widespread use of user-centred design approaches, such as Community First	Ongoing in 19/20 via Community First programme	See People priority delivery plan for more detail on Community First programme	

**Outcome 18: Residents get the right information and advice first time and find it easy to interact digitally**

**Objective a) Self service will be customer's first choice, because we will make it easy to use**

Lead:

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Build on MyAccount to enhance the digital service offer and harness social media channels to be more responsive to customer service and communication demands.	Procure a new digital customer portal and have operational by April 2020. In doing so ensure where possible there is a seamless transition for our residents and businesses with improved functionality across more services.	Supports MTFS savings in 19/20 and 20/21	Initiate Business self-service via new customer portal
Implement a data programme that enables us to reduce avoidable contact and adapt quickly to customer need.	Data programme initiation Sept 2019 Avoidable contact in 19/20 via Front Office Back Office (FOBO) programme		
Automate services wherever appropriate to	Automate simple transactions for Council	Supports MTFS savings in	Develop online options in

enable customers to complete tasks easily/quickly as possible.	Tax, Business Rates and Benefits that customers can quickly and easily manage themselves	19/20 and 20/21	new portal for remaining services into Customer Services
Provide clear information on the services we/our partner organisations provide, how and where to access them.	Make all transactions with Revenues and Benefits available online with immediate confirmation of all the information required to complete the transaction first time	Supports MTFS savings in 19/20 and 20/21	Information to Businesses will be available in new self-serve portal

### Objective b) Those customers that need a more personalised service will receive it

Lead:

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Improve our support for people who struggle to navigate our services, using a 'Community First' approach	Ongoing in 19/20 via FOBO and Community First programme		Further develop digital assistance offer in Customer Service Centres
Continue to invest in our libraries and customer service centres to deliver effective services to customers	Refurbishment of Hornsey Library, improvements to ICT in our Branch Libraries.		Implement an appointment system in Customer Services for complex need enquiries

### Objective c) A customer of any council service will receive a consistently good, fair, timely and professional experience

Lead:

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Reinforce clear, consistent customer experience standards across the organisation that enable us to provide a high standard service, regardless of the enquiry	Refresh our customer standards and raise awareness across the Council and with our residents, businesses and communities	Supports MTFS savings in 19/20 and 20/21	<ul style="list-style-type: none"> <li>Build on outcomes of ICS survey, Fairness Commission and customer feedback to improve service</li> </ul>

			provision <ul style="list-style-type: none"> <li>Refresh and implement corporate customer standards to enable a consistent customer experience</li> </ul>
Develop a set of Key Performance Indicators and these will be monitored and reviewed at Cabinet level	Initiation from Sep 19		

## Outcome 19: We will be an able, positive workforce with the skills needed to deliver for Haringey

### Objective a) Staff will understand how their work contributes to outcomes for residents and that their work matters

Lead:

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Ensure new and current staff feel welcome and supported by their new teams and the wider organisation	Improve current Corporate Induction offer. This includes: <ul style="list-style-type: none"> <li>Create an external welcome page for new employees (May)</li> <li>Revised Induction Checklist (August)</li> <li>Introduce a new manager guidance (September)</li> </ul>	The HR service is currently undergoing a wholesale restructure and a more accurate budget position will be confirmed by September 2019.	
Ensure all staff understand how their role supports the delivery of the Borough Plan	To develop a series of ongoing cross-cutting activities, including: <ul style="list-style-type: none"> <li>Local away days (ongoing)</li> <li>Pop-ups from Corporate Board</li> </ul>		

	<ul style="list-style-type: none"> <li>(ongoing)</li> <li>• Further embedding of My Conversation (ongoing)</li> </ul>		
Ensure all staff feel supported to communicate effectively with residents and local businesses	<ul style="list-style-type: none"> <li>• Introduce Corporate Social Responsibility Policy and Programme (January)</li> </ul>		<ul style="list-style-type: none"> <li>• Design and deliver facilitation workshops</li> </ul>

**Objective b) We will be a diverse workforce at all levels of the organisation, where there are opportunities for staff to grow and develop their careers, and where difference is valued because it contributes to better outcomes and residents**

Lead:

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Endorse a healthy work life balance where staff feel supported and wellbeing is improved across all services	<ul style="list-style-type: none"> <li>• Wellbeing Fair for staff (February)</li> <li>• Promote our staff benefits package and improve based on staff feedback (ongoing)</li> </ul>		<ul style="list-style-type: none"> <li>• Review and revise our Sickness Absence Policy and support package.</li> </ul>
Develop a culture where staff feel supported to respond and adapt positively to change	<ul style="list-style-type: none"> <li>• Support existing staff networks to encourage employees to have a voice that is listened to (ongoing)</li> <li>• Promote the use of online platforms to learn, debate, discuss and support.</li> </ul>		<ul style="list-style-type: none"> <li>• Staff survey</li> <li>• Create innovation hubs</li> </ul>
Improve processes and procedures that will result in more effective and efficient working	<ul style="list-style-type: none"> <li>• New Ways of Working (NWoW) programme initiation from Oct 19</li> <li>• Front Office, Back Office (FOBO) Transformation Programme to deliver transaction improvements in HR, Benefits and Customer Services.</li> </ul>		
Design smarter working environments to	<ul style="list-style-type: none"> <li>• New Ways of Working (NWoW)</li> </ul>		Undertake pilots to test

endorse modern and agile working	programme to undertake pilots to test alternative ways of working (October).		new ways of working (ongoing).
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**Objective c) We will be a healthy and resilient workforce, where we respect and reward high performance and productivity, and staff who promote our values**

Lead:

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Improve the way we recruit / retain talent through promoting opportunities to disadvantaged groups and a stronger focus on ability over experience	Review whole council approach to recruitment, retention and development as part of Workforce Plan implementation. Start Sept 19		
Continue to support and endorse our staff network groups	Ongoing		
Improve the collection and monitoring of staff equality data to inform our equality action plan	Ongoing		
Improve the way we recruit / retain talent through promoting opportunities to disadvantaged groups and a stronger focus on ability over experience	Review whole council approach to recruitment, retention and development as part of Workforce Plan implementation. Start Sept 19		

**Objective d) We will ensure that Haringey Council is an inclusive workplace**

Lead:

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Proactively address discrimination and unconscious bias in the recruitment process and workplace	<p>Deliver a range of interventions as part of Workforce Plan, including:</p> <ul style="list-style-type: none"> <li>– Unconscious training for staff and managers (May).</li> <li>– Dignity at work Policy and training for managers (June).</li> </ul>		<ul style="list-style-type: none"> <li>• Introduce mandatory recruitment and interviewer training.</li> <li>• Review and develop policies to ensure they are inclusive of protected characteristics.</li> </ul>
Develop career pathways for staff	<ul style="list-style-type: none"> <li>• Pilot job families for Shared Digital and HR teams.</li> <li>• Maximise “grow your own workforce” opportunities to develop our own staff – mentors, 360 feedback coaches (July)</li> </ul>		<ul style="list-style-type: none"> <li>• Optimise My Conversation map to support talent and succession planning.</li> </ul>
Develop high standards of professionalism with leaders, managers and human approach to customer service	<ul style="list-style-type: none"> <li>• Comprehensive Leadership and Management development programmes in place for aspiring, new and current managers (ongoing)</li> <li>• Member of Institute for Customer Services</li> <li>• Promote ‘Manager Deal’ (January)</li> </ul>		<ul style="list-style-type: none"> <li>• Manager Conference</li> </ul>
Encourage everyone to build learning and development into everyday work	<ul style="list-style-type: none"> <li>• Five Days of Development protocol in place (May)</li> </ul>		<ul style="list-style-type: none"> <li>• Confirm Haringey Essentials skillset</li> </ul>

## Outcome 20: We will be a council that uses its resources in a sustainable way to prioritise the needs of the most vulnerable residents

Objective a) We will deliver value for money by acting creatively and innovatively to design and deliver services that are good value for residents and taxpayers

Lead:			
Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Ensure we utilise appropriate techniques to design and deliver council services and operations	Ongoing		
Work towards bringing council services in house where it is prudent to do so	Development of Insourcing Policy due to be considered by Cabinet in September 2019		

Objective b) We will actively seek opportunities to be a more commercial and entrepreneurial council			
Lead:			
Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Ensure that all staff involved in commercial activity have appropriate training and development opportunities	Workforce Plan implementation. Oct 19		
Take a more strategic approach to income generation, developing a commercial strategy that helps the council raise money through selling services or goods to residents, businesses or other public sector bodies	Lead and monitor through Commercial Board that meets every 6 weeks		

**Objective c) We will maintain strong controls over delivery of our critical projects through our Medium Term Financial Strategy**

Lead:

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Maintain a strong approach to monitoring our projects and contracts so as to ensure that they deliver the intended social and financial value for residents and taxpayers	<ul style="list-style-type: none"> <li>Your Council programme board initiation from July 19</li> <li>Revised Transformation funding board from July 19</li> </ul>		

**Objective d) We will use our resources and policies to redistribute the financial burden on our residents**

Lead:

Delivery priorities	High level milestone(s)	Comments and budget considerations	Years 2-4
Review current council tax arrangements, including CTRS and redistributing fees /charges to make them fairer.	Systematic review of fees and charges to take place to be included in the Budget and MTFs report in December 2019		
Identify and respond to residents who are in financial troubles, including through the development of an approach to managing debt	Findings of review of approach to debt due in July 2019		