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08 March 2007

To: All Members of the Overview & Scrutiny Committee  
c.c. All Other Persons Receiving Overview & Scrutiny Committee Agenda

Dear Councillor,

Overview and Scrutiny Committee - Monday, 12th March, 2007

I attach a copy of the following reports for the above-mentioned meeting which were not available at the time of collation of the agenda:

**6. EXECUTIVE MEMBER QUESTIONS: EXECUTIVE MEMBER FOR COMMUNITY INVOLVEMENT (PAGES 1 - 8)**

Councillor Lorna Reith, Executive Member for Community Involvement: additional briefing on performance within Customer Services.

**10. SUPPORT TO SMALL BUSINESS UPDATE (PAGES 9 - 16)**

(Report of the Assistant Director of Regeneration) An update on progress made in the implementation of recommendations made in the scrutiny report on *Maximising the Support to Small Businesses* published in February 2004.

Please note, that agenda item 7, Bernie Grant Centre Update, will be a verbal update. Please also note that item 13, Minutes, will be despatched separately.

Yours sincerely

Jeremy Williams  
Member Services

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## Briefing for Cllr. Reith Overview and Scrutiny Committee

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### 1.0 Purpose of Briefing

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The Overview and Scrutiny Committee has requested an update on performance progress within Customer services. The scrutiny review made a number of recommendations and these are reflected in the updated action plan as below.

### 2.0 Performance

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The following are the current three key indicators of performance:

#### Calls answered as a percentage of calls presented

Target	A	M	J	J	A	S	O	N	D	J	YTD
90%	67%	65%	83%	91%	86%	76%	70%	80%	84%	84%	78%

February Performance

Target	Wk 1	Wk 2	Wk 3
90%	86%	76%	88%

#### Telephone answering in 15 seconds of all calls presented

Target	A	M	J	J	A	S	O	N	D	J	YTD
70%	11%	13%	33%	49%	39%	22%	18%	34%	43%	38%	29%

February Performance

Target	Wk 1	Wk 2	Wk 3
70%	36%	22%	44%

#### Personal callers seen within 15 minutes

Target	A	M	J	J	A	S	O	N	D	J	YTD
70%	41%	54%	48%	49%	48%	35%	42%	58%	58%	50%	48%

February data not available due to unavailability of recording system.

### 3.0 Key Actions

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To supplement the actions on the plan in 4.0, the following have been/are being implemented:

- A Customer Services Improvement Board meets monthly to ensure actions are being taken against the improvement plans. The Board is made up of Customer Service representatives and key service personnel.
- A specific Homes for Haringey call centre team dedicated to repairs calls in advance of the inspection.
- March will see the introduction of a workforce management system that seeks to fully utilise staff time against predicted demand.
- A focus on staff motivation and an improvement in productivity.
- A clearer understanding of customer demand.

#### 4.0 SCRUTINY REVIEW RECOMMENDATIONS AND ACTION PLAN – UPDATE 28 FEBRUARY 2007

Area	Rec Nor	Recommendation Detail	Progress
<b>CUSTOMER SERVICES PERFORMANCE</b>			
Customer Surveys	1	That Customer Services cease the practise of asking customers their opinion of the service received after each call.	From January 2007 the customer questions have been limited to Thursday's.
Customer Surveys	2	That Customer Services develop a mystery shopping exercise as part of their user consultation. The mystery shoppers to include local residents, disabled people, businesses and council staff. The mystery shopping should include testing access for disabled users including parking facilities.	A mystery shopping exercise is due to take place in April 2007.
Customer Services Staff Training & Recognition	3	That the monthly award scheme for staff in Customer Services be re-introduced to recognise and award excellent customer service.	Completed
Customer Services Staff Training & Recognition	4	That training in Customer Services and Client Services be co-ordinated and where possible shared.	In progress.
Customer Services Staff Training & Recognition	5	That Team Managers keep log of reasons for calls to Client Services which is to be reported to liaison meetings and ensure all calls to Client Services by staff is authorised by Team Managers.	Control process in place. Calls to client services are authorised by a team manager.

Area	Rec Nor	Recommendation Detail	Progress
Customer Services Staff Training & Recognition	6	Staff feedback needs to be enhanced, bottom up. Four issues below were raised with members of the Scrutiny Panel and indicate that feedback opportunity for staff is not as effective as it should be. In addition the staff suggestion scheme be reintroduced.	Where individuals raise issues they are given feedback on progress/ resolution. Suggestion scheme introduced.
IT Systems	7	That a review be undertaken of IT support to Customer Services led by independent experts and supported by Council's IT Services.	Initial discussions held with CITS.
IT Systems	8	That logs of system downtime be reported to each Customer Services Member Working Group meeting.	Logs are maintained and can be reported when required.
Budget & Performance	9	That the planned saving targets for the next three years are considered to be achievable whilst maintaining existing targets.	In progress
CUSTOMER CARE			
Customer Focus Council Wide	10	The Review Panel endorsed the projects being developed by the Corporate Customer Focus Manager. This includes the following: <ul style="list-style-type: none"> <li>• Further developing Customer Focus throughout the Council;</li> <li>• Membership of the Institute of Customer Services, including opportunities for staff development in the field;</li> <li>• That the Communication Unit manages and controls the printing and distribution of posters and leaflets. All leaflets and posters should include versions/ date of issue indicators, to assist in removal of obsolete items. In addition, electronic copies of posters and leaflets be made available on the Council Website.</li> </ul>	<p>In progress</p> <p>Completed</p> <p>In progress</p>

Area	Rec Nor	Recommendation Detail	Progress
Security at Customer Service Centres	11	That in line with the findings of Reception Project report, it is recommended that firstly the need for security staff at all Customer Service Centres be investigated. Secondly if there is a need that they be employed permanently by the Council with a varied role to include some of the following: <ul style="list-style-type: none"> <li>• Welcoming customers;</li> <li>• Direct customers to appropriate officers;</li> <li>• Provide answers to basic queries;</li> <li>• Be responsible for the maintenance and updating of application forms, posters and leaflets display.</li> </ul>	Completed. Security Guards are present at all CSCs except Hornsey. New Guards receive an induction including additional duties.
Customer Contacts	12	That the Call Centre be renamed 'Contact Centre' as it now deals with e-mails.	Not started
Achievements	13	It is the opinion of the Scrutiny Panel that the ability is there to 'win' a national award for the excellent service provided by the department. The Panel encourages Customer Services Department to apply for a Charter Mark award or other national awards for Customer Services.	Customer Services is the second pilot for the WOW awards
Service Enhancement	14	That as part of the review of the phone system, Customer Services look at purchasing a phone system that indicates the customers positioning in the queue and the estimated time of waiting.	Not started.
Service Enhancement	15	That all Customer Service Centres introduce the facility to take credit/debit card payments.	In progress.
Service Enhancement	16	That the roll out of parking permits to all centres be completed immediately.	Completed July 2006.
Customers Accessibility	17	That it be investigated whether the demand and usage of the Customer Service Centre in Hornsey is	In progress

Area	Rec Nor	Recommendation Detail	Progress
		justifiable. In addition, the Accommodation Strategy considers, if there is a need to move the Hornsey Customer Service Centre, that it be relocated to Hornsey Library.	
Customers Accessibility	18	That Customer Services provide 'Sign Video' system for deaf service users at the Customer Service Centres A 'Type Talk' system at the Call Centre. This should replace the Minicom facility and deaf sign language interpreters.	Completed  Not started
Customers Accessibility	19	That Customer Services in consultation with Property Services provide parking facilities for customers with disability as near as possible to the Customer Service Centres, which should be clearly marked for the use of disabled customers only.	Completed with the exception of South Tottenham.
Customers Accessibility	20	That the single queue at Apex House Customer Service Centre be reconfigured as a matter of urgency.	Completed
<b>CLIENT SERVICES</b>			
Planning & Communications	21	That Team Managers and senior staff members be trained as service champions in particular service areas to reduce calling Client Services and improve service time.	In progress
Planning & Communications	22	That Customer Services be responsible for the development and updates of a forward plan in conjunction with Client Services of all major letters, information, bills, reminders etc being sent to residents throughout the year to enable Customer Services to prepare resources adequately.	Completed and ongoing
Planning & Communications	23	That regular service liaison meetings between Customer Services and Client Services be held. At each meeting at least one member of staff from	Completed and ongoing



Area	Rec Nor	Recommendation Detail	Progress
		<p>Customer Services should participate. The meetings should cover some of the following issues:</p> <ul style="list-style-type: none"> <li>• Forward plan requirements;</li> <li>• Service level performance;</li> <li>• Consider reports from Team Managers from Customer Services for reasons for calls to Client Services;</li> <li>• To confirm that cut of points are still correct;</li> <li>• To compare data on number of issues which require Client Service actions and what proportion of those have been completed;</li> <li>• Repeat calls statistics to be discussed including reasons;</li> <li>• Information on key issues affecting the borough to be better communicated to Customer Services Officers. i.e. Parking enforcement during Christmas period;</li> <li>• Customer Services and Client Services performance targets;</li> </ul> <p>In addition, all staff and team managers in Customer Services and Client Services should be advised of key outcomes arising out of service liaison meetings.</p>	
Induction & Training	24	That as part of the Corporate Induction, organised by Organisational Development & Learning, all new employees visit the Call Centre and a Customer Service Centre.	Completed and ongoing
Induction & Training	25	That Customer Services investigate the possibility of outside funding to further assist in the recruitment and training of new recruits.	We have just appointed 5 Worklessness people
Service Re-charge	26	That the charging arrangements for all client services be clarified. Client services need to be made aware of the number of calls / visits handled on their behalf	Completed and ongoing

Area	Rec Nor	Recommendation Detail	Progress
		<p>along with the average time of their transaction, repeat visit / calls information to be included. Provision of this information will encourage client services to ensure a reduction in repeat visits / calls and to streamline their transactions to achieve reduced transaction times.</p>	

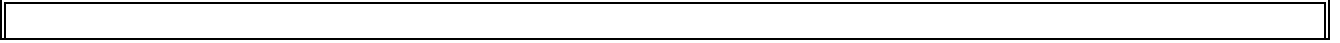


Agenda Item

## Overview & Scrutiny Committee

On 12<sup>th</sup> December 2005

Report title: Update on Maximising the Support to Small Businesses	
Ward(s) affected: ALL	Report for: Information
Report of: Karen Galey, Interim Head of Economic Regeneration	
<p><b>1. Purpose</b></p> <p>This report provides an update on progress made in the implementation of recommendations made in the scrutiny report on Maximising the Support to Small Businesses published in February 2004. It outlines any tangible benefits including service or performance improvements that accrued to date.</p>	
<p><b>2. Recommendations</b></p> <p>2.1 That the Committee take note of the improvements made since February 2004.</p>	
Report authorised by: David Hennings, Assistant Chief Executive (Strategy)	
Contact officer: Karen Galey, Business & Enterprise Manager	
Telephone: 020 8489 6903	
<b>Executive summary</b>	
<b>Information relied on in this report</b>	
LEGI Bid attached Appendix 1.	
<b>Reasons for Exemption</b>	
n/a	



## SCRUTINY UPDATE

Scrutiny Recommendation and Executive Decision	Target Implementation Date	Responsibilities	Implemented?	Service or Performance Improvement Measurable outcomes
<b>Recommendation One</b> Haringey should have a single gateway to guide small business to the services they require.	Jan 2005	Haringey 4 Business led by LBH Economic Regeneration	√	1. Formation of Haringey 4 Business – a business alliance between Haringey Council and key business support agencies in the borough. The members have agreed to work collaboratively and without competition; work to the best interests of the borough and customers; work to deliver high quality services to businesses. The core group consists of Haringey Council, HBDA, TGEC, KIS, NLCC, and BL4L. This group has been successful in attracting money as a consortium for both start up and growth businesses in Haringey. 2. Corporate Business partnership aims to improve the Council's offer to businesses through better accessibility, quality and an enhanced range of services. A well regarded but unsuccessful Local Enterprise Growth Bid was submitted in December 2006 which had at its core the creation of an Enterprise Centre at Tottenham Hale. We will continue to look at other ways of funding the LEGI proposals. 3. The Haringey website has been updated and the business content has been refreshed; the links are now smoother and better referenced. There has also been additional new content on the business pages in line with the national standard BVPI 157. We are reviewing the content on a quarterly basis.
	Oct 2006	Haringey Corporate Business Partnership led by Economic Regeneration		
	Nov 2005	Economic Regeneration	√	
<b>Recommendation Two</b> Ensure that action is taken to encourage an				1. North London Chamber of Commerce (NLCC)

increase in membership and strengthening of the Chamber of Commerce.	March 2006	North London Chamber of Commerce, Economic Regeneration	√	<p>has received NRF funding for this activity. 150 Haringey businesses are now members of NLCC.</p> <p>2. The Chamber has been able to facilitate a number of meetings aimed at business engagement, consultation and networking events. Much of this has been focussed around the development of Tottenham Hale.</p> <p>3. Chamber is one of key members of Haringey 4 Business.</p> <p>4. Increased activity generated by NRF funding has enabled the Chamber to successfully bid for ERDF funds for the Innovation Valley project. They are now bidding to the LDA for funding for the Industrial Estates. This project will provide a resource for a full-time outreach worker on the industrial estates in and around Tottenham Hale.</p>
<p><b>Recommendation Three</b></p> <p>Ensure that gaps in support to market sectors are addressed by Haringey's business support organisations</p>	<p>March 2007</p> <p>March 2006</p> <p>March 2007</p>	Economic Regeneration, Haringey City Growth Board, North London Business.		<p>1. Haringey City Growth Strategy (HCGS) identified 4 key clusters. Collage Arts are the main provider of comprehensive business support to the creative sector. They are running a £6million programme, Creative London North. This support ranges from mentoring schemes for start-ups, through to sector specific legal and financial advice to grow existing business, business planning and supply chain network info.</p> <p>2. HCG successfully attracted £220k of LDA funding to develop business support to the ICT and Food and drink networks.</p> <p>3. London Apparel Resource Centre has secured some £900k of LDA/ ERDF funding to provide support to the clothing sector.</p>
<p><b>Recommendation Four</b></p> <p>Ensure that the planning regime in Haringey recognise the need to maintain a satisfactory supply of business premise in the borough.</p> <p><b>Recommendation Five</b></p> <p>Take steps to increase the supply of quality business accommodation from its existing estate. There should be a priority on providing accommodation for medium-sized businesses.</p>	Dec 2006	<p>LBH Planning Dept, Economic Regeneration, Neighbourhood Management</p> <p>Neighbourhood Management, Economic Regeneration</p>		<p>Planning, ER and NM working together to achieve this through monthly Regeneration Stream Board meetings.</p> <p>1. Neighbourhood Management secured funding for a £5.16 million programme of capital works in December 2004 'Urban Centres for City Growth' (UCCG). The programme comprises of eight projects that are being delivered by five partner organisations drawing from a range of funds including European Regional Development Fund</p>

				(ERDF), New Deal for Communities (NDC), Haringey council and English Heritage. The ERDF provides £1.7 m of the total programme.  Programme was approved in Jan 2005 and delivery of individual projects will be completed by Dec 2007. The programme focuses on providing new and improved business space for SMEs, additional managed workspace in the east of the borough as well as improving shop fronts in key shopping areas. It will improve Tottenham High Road, Seven Sisters Road, and Park Loan enhancing the image of the area and retaining business. 2. Further funding was secured LDA and ERDF to redevelop 3 light industrial units on the Rangemoor Road Estate for use as managed workspace. This project will provide 450 square metres of office space targeted at creative industry start up business.
<b>Recommendation Six</b> Take steps to improve amenity of retail areas in the borough, especially in improving waste removal services.	Dec 2006			
<b>Recommendation Seven</b> Consideration should be given to setting up of Business Improvement Districts for Wood Green and Tottenham High Road	Sept 2005	Town Centre managers, LBH Environment Waste Disposal	√	Introduction of Enforcement Officers into commercial areas across the borough has resulted in a greater take up of trade waste contracts.
<b>Recommendation Eight</b> Ensure that the Neighbourhood Management Service explore all opportunities for providing fuller funding for shop front improvement programmes in Town Centres.	March 2006	Economic Regeneration, Town Centre Managers		Feasibility study of running BID in Wood Green funded by LDA from 2004 – March 2006. Paper presenting options given to CEMB Oct 2005. Officers instructed to continue work with study due to the fact that market conditions are unfavourable at present time and to give time to consider results of the Wood Green Spatial Plan.
		Neighbourhood Management		Neighbourhood Management will aim to preserve the history of Bruce Grove with help from a £1 million grant from the Heritage Lottery Fund (HLF). The award will provide funding for the Bruce Grove Core Centre, Townscape Heritage Initiative project will see this part of Tottenham by bringing groups of buildings back into viable economic use and restoring their historic features. The scheme forms a part of the wider

**Recommendation Nine**

Take steps to increase the promotion of its success in public procurement targeted at the small business to further increase its effectiveness.

March 2005

LBH Procurement, Economic Regeneration, Haringey 4 Business, North London Ltd.

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Tottenham High Road Strategy which is aimed at revitalising this key part of the borough. The team has taken a proactive and project manages the process, design and working in partnership with the freeholders. Shop front funding is available for Bruce Grove, parts of Tottenham High Road, Park Lane, Seven Sisters, and Hornsey High Road.

1. LBH commissioned by Small Business Service to run SME Procurement Pilot which is complementary to the Trade Local initiative. Trade Local delivered support to local businesses that boosted their capacity to supply to the public sector. The SME Procurement pilot aimed to make practical and cultural changes within Haringey Council that are required to allow better engagement with SMEs allowing council supply chains to be opened to them. Programmes finished March 2005.
2. On going support being delivered by Procurement Development Programme (PDP) is a 3 year pan London programme that seeks to create opportunities for SMEs to access the contracts offered by public and statutory bodies within London. Main Beneficiaries are BME businesses.
3. Also available is Supply London – a free package of activities that enable businesses to exploit the commercial opportunities presented by the public and private sector supply chain in London.

March 2007

HBDA and pan London business support partners

March 2007

London Development Agency

**Recommendation Ten**

Continuation of the work of HEBP to foster self employment and entrepreneurship in the borough.

HEBP, Economic Regeneration, Education

1. HEBP is working with schools in the borough to deliver a range of programmes to students aged 14 to 19.
2. Evidence remains of low ambition and aspiration amongst young people. Youth Enterprise is a key theme of Haringey's LEGI proposal. HEBP and partners will be commissioned to work on innovative enterprise programmes aimed at both secondary and primary students.

**Recommendation Eleven**

Ensure the work of the Council in economic regeneration and business support is boosted to

Economic Regeneration, North London Strategic Alliance, North

1. Officers have participated in a number of regional and sub regional forums with the result



<p>enable officers to secure benefits from more effective engagement, especially at the London regional level, but also nationally and internationally.</p>		<p>London Ltd., London Development Agency</p>	<p>that a substantial amount of funding has been secured for business development. Inward Investment agency North London Business.</p>
<p><b>Recommendation Twelve</b> Provide additional help by way of improved access to funding access to funding, the provision of grants for new and existing businesses covering the entire borough, and help to encourage a business culture in the borough.</p>	<p>March 2007</p>	<p>Economic Regeneration, Urban Futures, Business Link 4 London</p>	<p>3. Haringey 4 Business to work with pan London Information Diagnostic and Brokerage (IDB) which is currently delivered by Business Link for London and SERCO. This is a brokerage for enterprise support agencies for start up and micro businesses</p> <p>1. Economic Regeneration has been working with partners across the ULV to secure both LDA Single Programme and ERDF for the provision of business support. The ULV Business Umbrella managed by Urban Futures incorporates a number of programmes delivered by partners and includes support to start ups, established businesses, e-business, inward investment, social enterprise support. It also includes the development of the Business lounge at Wood Green Library. This programme brings in some £1.2 million to the region for business support.</p>
<p><b>Recommendation Thirteen</b> Consider joint venture possibility with key partners to promote and encourage a business culture in the borough.</p>	<p>Dec 2005</p>	<p>Economic Regeneration, Haringey City Growth Board</p>	<p>1. LEGI has been developed following extensive consultation with partners, the business community, voluntary and community sector. It included a survey of 500 businesses in the borough. It builds on the work carried out through the Haringey City Growth Strategy. If successful it aims to deliver a programme that is a joint venture with key partners and businesses to bring a 21<sup>st</sup> century approach to business.</p>
<p><b>Recommendation Fourteen</b> Approaching the London Development Agency to see what support might be available in increasing the supply of commercial properties.</p>	<p>Jan 2006</p>	<p>Economic Regeneration, Planning, London Development Agency</p>	<p>ER have been working with the London Development Agency to both strengthen the existing City Growth Board and develop an updated implementation plan which includes as one of its key priorities the supply of good quality managed workspace.</p>
<p><b>Recommendation Fifteen</b> Economic Regeneration to report back to Scrutiny Panel with monitoring information</p>	<p>Dec 2005</p>	<p>Economic Regeneration, Policy and Partnerships</p>	<p>In the past there has been a lack of meaningful indicators that can be used to measure business</p>

**Recommendation Sixteen**

Economic Regeneration produce an action plan for the implementation of the recommendations contained in this report.

May 2004

Economic Regeneration, Haringey City Growth Board

March 2006

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performance. ER has identified a number of indicators that will be used in the future including standard local economic indicators on a quarterly basis from sources such as Office of National Statistics. The London Annual Business Survey can provide an up weighted sample of 500 Haringey businesses. ER plans to commission a Haringey Local Entrepreneurial Monitor which will include new surveys of local entrepreneurial activity, ambitions and attitudes, with an emphasis on youth enterprise derived from the well established Global Enterprise Monitor.

The Haringey City Growth Action Plan has been responsible for directing the implementation of the recommendations contained in this report. Haringey Local Area Agreement which will be implemented April 2007 contains indicators developed through LEGI proposal for monitoring of business and enterprise.

Last updated 29/7/05