

Dominic O'Brien,
Principal Scrutiny
Officer

0208 489 5896

dominic.obrien@haringey.gov.uk

20 October 2025

To: All Members of the Overview and Scrutiny Committee

Dear Member,

Overview and Scrutiny Committee - Monday, 20th October, 2025

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:

**9. CUSTOMER SERVICES - EXPERIENCE OF RESIDENTS IN
CONTACTING THE COUNCIL (PAGES 1 - 10)**

Digital service modernisation slides.

Yours sincerely

Dominic O'Brien,
Principal Scrutiny Officer

This page is intentionally left blank

Service Modernisation Scrutiny Panel update

14th October 2025

Digital – what is different this time?

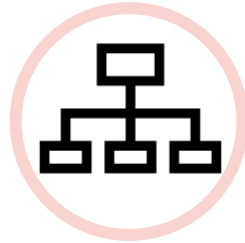
Over the last 12 months the Digital function has been focused on laying the foundations for Digital Transformation, by addressing the following areas:



Policy and governance

We've made some simple rules to make sure everyone in Haringey does digital things the same way.

This is already delivering more successful technology projects and savings.



Skilled Development Teams

Haringey now has its first ever team of developers who know how to make great digital things.

Before, we didn't have enough of the right skills, so our digital work wasn't always very good.

Now, we already delivering modern, easy-to-use digital services that work well for everyone.



Savings

We've learned from what didn't work before, so now we plan our digital changes carefully and spend money wisely.

We've set things up so that every digital project saves money, uses our resources better, and helps make life easier for residents.



Digital platforms

We are upgrading the main digital tools that Haringey needs, like phone systems and software that help us manage resident information.

These tools will help staff work better together, make it easier for residents to get help, and build a strong base for more digital improvements in the future.

- The **Service Modernisation Portfolio** was established by **CLT** to lead digital transformation across Haringey
 - It covers both internal services (how we work as a Council) and external services (how residents interact with us)
 - It is **led by Cllr Carlin** as the Lead Member for F&R
- We use a prioritisation framework to decide which areas to focus on first
 - This looks at financial benefits, resident experience, strategic alignment, compliance, and risk management
 - The **main focus is on projects that can save money** while also improving services
- The **Portfolio Board** oversees the work of the Portfolio, meets every eight weeks and is **chaired by Taryn Eves**
 - The Portfolio reports into the Corporate Leadership Team as a **Category A** programme
 - Service Modernisation has been presented at a Cabinet Strategy briefing and also an all-member briefing
- The Portfolio was launched in May, and the **Board agreed to prioritise work in Adults, Housing and Health, and Children's Services**
 - These areas represent the largest share of Council spending and therefore offer the greatest opportunity for impact
 - As capacity becomes available, we will bring in further services for review and improvement over the coming months
- **So far in respect of Customer Service**, we have:
 - Delivered a new telephony system, improving how customer calls are managed.
 - Started rolling out a new digital forms platform, which will form the foundation for future digital transformation in Customer Services.
- These early projects are already **making a real difference operationally**, helping staff work more efficiently and making it easier for residents to access support.

Cllr Carlin

Lead Member for Service Modernisation

Service Modernisation Portfolio Board

Service modernisation are responsible for:

- Overarching prioritisation of work, and making decisions on additional funding and resourcing
- Enabling and directing benefits realisation with services
- Overseeing delivery and escalated delivery risks and issues

- The Service Modernisation will be sponsored by **Taryn Eves**, given the primary driver is financial savings.
- Corporate Directors have permanent membership.
- **Regular updates are fed into CLT.**

Roadmaps

Directorate Management Teams

DMTs will:

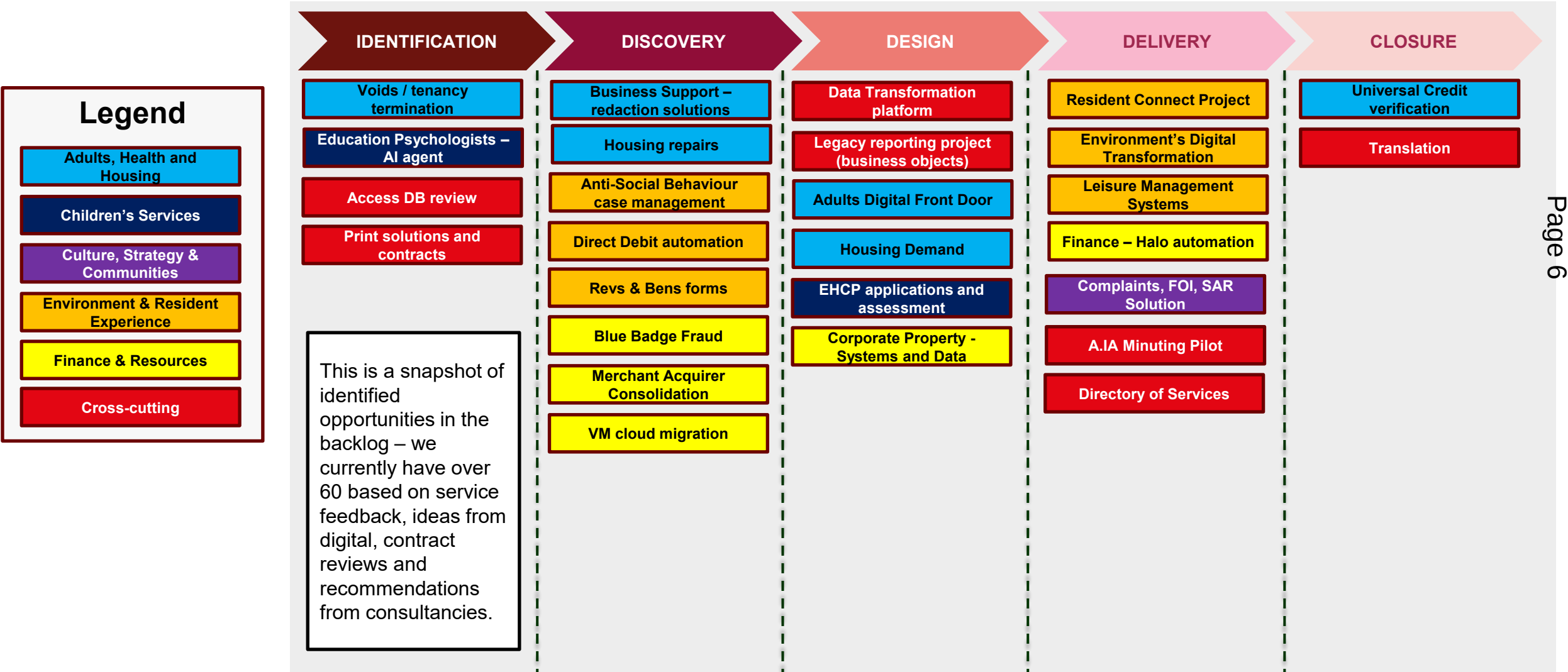
- Prioritise projects in their area
- Agree on benefits targets
- Support the identification and scoping of potential work
- Get updates on progress for delivery in their area

Service Modernisation will strengthen Customer Services by improving efficiency, reducing unnecessary demand, and creating a more consistent experience for residents:

- **Reducing repeat contact** – addressing the root causes of avoidable demand by improving information, processes, and handoffs with services
- **Right first-time resolution** – enabling staff with better tools, data, and scripts so more queries are resolved at first point of contact
- **Smarter channel management** – encouraging use of digital and self-service options for straightforward requests, freeing up staff for complex cases
- **Improved workflow and triage** – clearer routing of cases across services to prevent duplication and delays
- **Data-driven insight** – using call and case data to identify demand trends and service pain points, driving continuous improvement
- **Efficient resourcing** – aligning staffing levels and skills to actual demand patterns, improving productivity and response times.

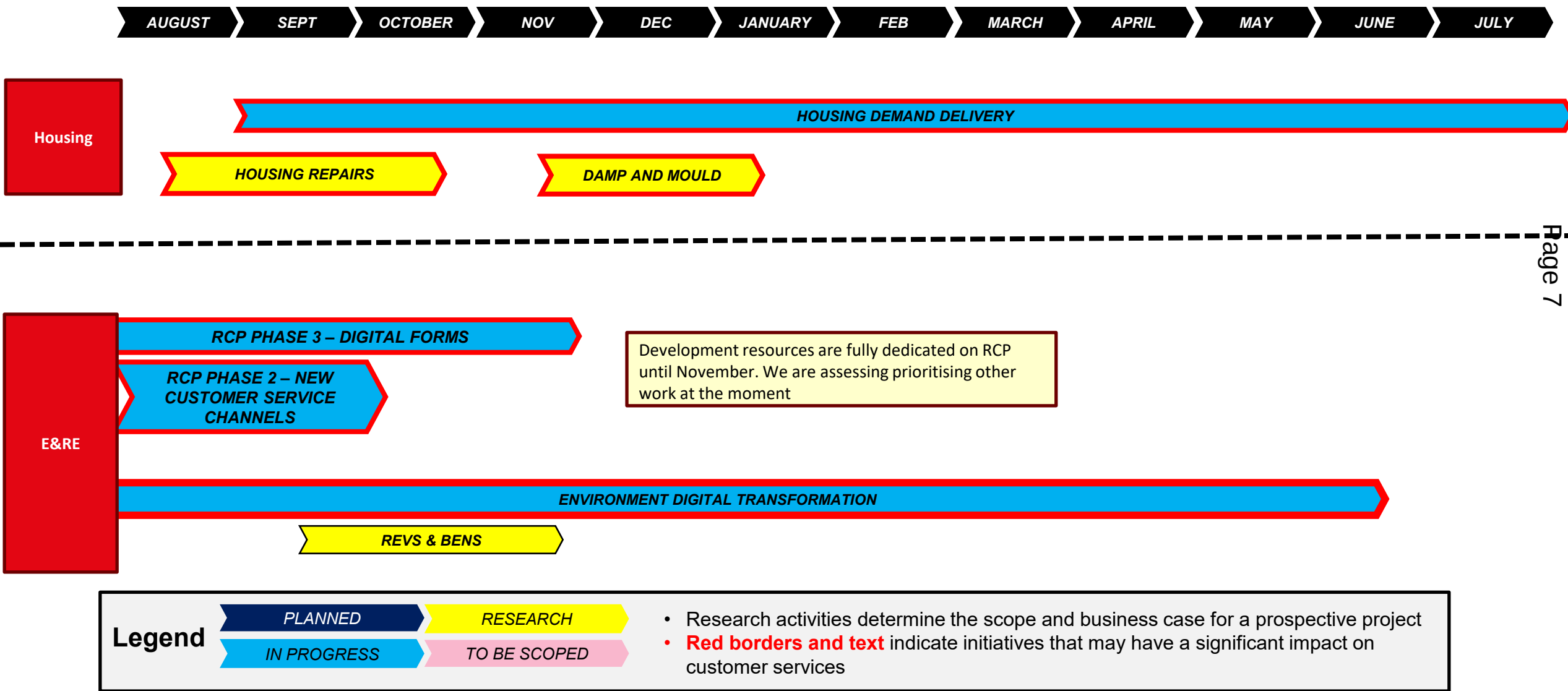
Service Modernisation

This is an over-arching roadmap showing all of the work being undertaken as part of Service Modernisation.



Service Modernisation – Impacting Customer Service

This is an over-arching roadmap showing where and when digital work is scheduled to take place that will improve Customer Service.



Phase	Title	Status	Impact to Customer Service
1	Telephony Implementation	Went live in July	• Smarter call routing and queue management – ensures residents reach the right team the first time, reducing transfer rates and wait times • Single, unified platform – consolidates multiple contact centres (Customer Services, HR, Business Rates, Corporate Debt, Digital Service Desk, Responsive Repairs, Financial Support, and Emergency Planning) under one system for greater visibility and control • Real-time performance monitoring – enables supervisors to manage call volumes, staffing levels, and service performance proactively • Improved reporting and insight – provides accurate data on demand patterns, peak times, and call drivers to inform service design and reduce avoidable contact • Enhanced resident experience – better call quality, callback options, and integration with digital channels ensure a smoother, more responsive service
2	New Customer Services Channels	New channels are going live over the next two months	• Automated voice responses (IVR) - Handles routine queries and routes calls effectively, reducing pressure on Customer Services • Integrated email channel - Replaces Outlook inboxes for easier management, visibility, and faster responses • Future digital channels - Web chat, chatbots, SMS, and WhatsApp to be introduced in phases, expanding resident choice and reducing phone demand
3	New CRM	Go-live currently planned for November 5th, but at risk	• Rebuilding all existing forms in the new CRM (Liberty Create) • New MyAccount
4	Microsoft Teams Migration	Completed in early October	• Migrating internal telephony users from Cisco to Microsoft Teams

- **Phase 2** will introduce innovative new channels that make it easier for residents to get to the right places quicker, with less time needed from customer services operatives.
- **Phase 3** will provide the technical foundations for future digital transformation of services, allowing for improved self-service, increased automation, and transparency of information.

In-flight projects

Project	Customer Service Deliverables	Customer Service Benefits	Status
Resident Connect Programme	- Introduces new digital channels and self-serve options, moving people away from the need to phone or email - The new digital forms technology will be an enabler for a better digital self-serve experience creating channel shift Improved operational reporting, enabling better insight into demand, performance, and customer behaviour to drive service improvement - Automated translation features - Web chat offer - Voice automation – moving residents away from having to speak to a CSO	- Increase digital adoption - Increase in channel shift - Better performance data to manage operations - Insights into resident behaviours to improve services	- Initial telephony platform delivered in July - Voice capabilities in October or November - New digital platform scheduled for 5th November, which will be available for other digital services to be improved or added from December onwards
Infreemation	- Digital processes for complaints, FOIs and SARs, easier access to self-serve - Enabler of quicker case resolution through process automation	- Increase digital adoption - Increase in channel shift	- Resident facing forms went live in June - Further rollout in January to allow services to respond more effectively
Environment Digital Transformation	Forms and processes on Arcus platform, with improved digital experience for residents	- Increase digital adoption - Decrease of manual processing in Customer Service - Increase in channel shift	- Project in flight with PID - Delivery planned for June 2026

Initiative	Description	Status
Housing Demand	- Comprehensive review of multiple processes across: - Temporary Accommodation - Housing Register - Hearthstone - Identification of key areas to streamline operations, improve efficiency, and enhance the resident experience - Redesign of customer-facing forms to be fully automated, enabling residents to: - Submit information easily - Track progress without contacting customer services - Significant impact expected: - Greater resident self-service and convenience - Reduced demand on customer services teams - Staff able to focus on more complex cases - Goal: create efficient, transparent, and user-friendly processes that put residents at the centre	Delivery initiated on September 6th
Housing Repairs	- Initial workshop planning to look at end-to-end housing repairs process - Replace existing customer forms on Granicus and NEC with a single user journey which integrates to NEC and removes all manual processing in customer service - Implement dynamic scheduling to enable residents to book online - Improve systems integrations to allow automated self service updates and repeat calls and failure demand into customer service	- Research underway - Results shared with service on October 6th - Project to go to Service Modernisation Portfolio Board on 18th November for approval
Libraries Discovery	- Dedicated engagement from Digital to work with Libraries to identify digital opportunities to modernise services and improve resident experience - Opportunities will be presented back to DMTs and Service Modernisation Board	To be scheduled during November