

2023 Corporate Peer Challenge in Haringey – Action Plan update
December 2024

Recommendation 1 - Establish a long-term vision for the Borough

Lead Officer: Director of Culture, Strategy and Engagement

Summary	Actions	Deadline for completion
<ul style="list-style-type: none">➤ In collaboration with communities and partners, work to establish a comprehensive long-term vision for the borough➤ Opportunity to go beyond short-term goals➤ Should provide clear direction for council's activities and include a narrative making clear the council's role➤ Should help to align resources towards common goals, and articulate to staff, members, partners and stakeholders their responsibilities for delivery	A Borough 'vision' will be developed. It will be based on a 10-year time horizon. The intention is that this will support prioritisation and galvanise action. It will not be simply a set of actions the council will take. Instead, we hope it will be a true vision for the borough which we develop and deliver with our residents, partners, Councillors and staff.	Brought to Cabinet by September 2024
	In addition, we will develop a Corporate Delivery Plan for the period 2024-26. This will set out how we will continue to operationally deliver on the commitments we have made and will support continued transparency around our delivery.	Brought to Cabinet in March 2024
<ul style="list-style-type: none">• Haringey 2035: Our Vision was approved by the Cabinet in October 2024. This followed significant resident and partner engagement including 3 x partner workshops and more than 700 residents completing an online survey. This was supplemented by targeted engagement with groups of residents whose voices are too often overlooked. In drafting the vision, the significant resident and community engagement that has been undertaken in recent years including locality-based engagement across Tottenham and Wood Green was also taken into account.• Haringey 2035 will be presented to Full Council in November 2024 and work will then begin to develop a plan for realising the Vision over the next decade.• A Corporate Delivery Plan for 2024-2026 was approved by Cabinet in July 2024 (delayed from June due to the General Election).		

Recommendation 2 - Embed leadership of the Equality, Diversity, and Inclusion (EDI) agenda in the Council.

Lead Officer: Chief Executive

Summary	Actions	Deadline for completion
<ul style="list-style-type: none"> ➤ Leadership of EDI should be further integrated in all levels of leadership and management ➤ Promoting diversity, ensuring equal opportunities, and creating an inclusive work environment ➤ Embedding EDI supports interactions both internally and with our communities ➤ Opportunities to reflect commitment to EDI in policies, practices and decision making helping ensure it's modelled across the organisation 	<p><u>Internal</u></p> <p>An EDI Action Plan has been developed through a process of significant staff engagement. The Action Plan breaks down our long-term goals into clear, transparent and achievable actions. The actions have been identified and prioritised based on the findings of our EDI audit and workforce equalities data. The actions are grouped under 6 themes: Leadership, Recruitment, Retention, Progression, Management and Communication. Each action has an identified owner, performance measure and a timeline for delivery. The action plan will be monitored by and report to the Equalities Steering group, chaired by the CEO, on a quarterly basis.</p>	<p>Launched and disseminated September 2023</p>
	<p>Leadership/Management actions include:</p> <ul style="list-style-type: none"> • The development of an EDI Ambassadors programme • Every senior leader having an EDI personal development plan • A commitment to increasing the visibility of EDI leadership through its inclusion on team meeting agendas, 121s and as appraisal objectives. • A commitment to clarify the role of the staff networks, to ensure this is spread across the organisation and not reliant on the networks: Invest in and support our staff equality networks: a. Instate protected time for network leads b. Ensure recognition for role in the network leads appraisal objectives c. Review roles and responsibilities of staff networks, senior sponsors, HR, Trade Unions and all staff in relation to EDI. d. Support staff to attend network activities, for all staff including frontline e. Develop a suite of resources and development opportunities for network leads 	<p>Q4 2023 Q4 2023 On-going</p>
	<p>In addition to the launch and delivery of the action plan:</p> <ul style="list-style-type: none"> • The autumn 2023 'all staff' events will include a major focus on EDI, specifically 'allyship'. • A new development programme for Managers will include specific training and development on EDI. • Our Leadership Network will have a six-monthly focus on our anti-racism agenda with the aim of growing our organisational understanding of racism. The Network will be asked to commit to specific actions and demonstrate progress on these. 	<p>a. Q2 2023 b. Q2 2024 c. Q4 2023 d. Q2 2024 e. Q2 2024</p>
		<p>October 2023 New programme due to start in summer 2024</p> <p>Ongoing</p>

	<p><u>External</u></p> <p>We recognise the intrinsic link between the internal and external EDI agendas. As a council we know we play a critical equalities leadership role in our borough. We also have both legal and moral obligations to promote equality and prevent discrimination.</p> <p>Our Coordinating Group Addressing Racism brings leaders from partner organisations together, including the NHS Trusts, Voluntary and Community Sector and police, to provide each other with peer support and constructive challenge on our collective and separate anti-racism work.</p> <p>The Group will undertake a benchmarking exercise to create a clear baseline for each of our organisations and our collective position in Haringey.</p> <p>An action plan will be developed across 7 key levers of power and influence:</p> <ol style="list-style-type: none"> 1. Employment practice, including apprenticeships and work experience 2. HR practice, including training, culture, talent management, formal procedures 3. Policy and strategy development 4. Investment power 5. Communications power 6. Service delivery 7. Influencing regional and national decision makers <p>Our Community Networks provide a platform for organisations and residents from marginalised backgrounds (Somali, Turkish and Kurdish etc.) to speak directly with senior officers from statutory organisations, working through challenges, identifying opportunities, and improving mutual understanding.</p> <p>We will arrange a councillor representative for each Network who will attend Network meetings and feed back to elected colleagues.</p> <p>We will arrange quarterly meetings bringing the leads of each of the Community Networks together with relevant Cabinet Members and senior Council officers to ensure issues, insights and progress from the Networks help to inform decision making at senior level.</p>	<p>Ongoing</p> <p>November 2023</p> <p>January 2024</p> <p>Ongoing</p> <p>December 2023</p> <p>December 2023</p>
<p><u>Internal</u></p> <ul style="list-style-type: none"> • We are on track to deliver 28 of the 37 actions of the action plan by March 2025, with delivery of 6 actions to carry over to the updated plan for April 2025. Activity since the last update has included creation of an EDI statement to set the tone for the council's work on equality which will front new EDI intranet and internet pages, launch of a new reciprocal mentoring pilot scheme drawing in participants from SLT and staff equality networks, 		

design and ongoing recruitment to an EDI Ambassadors scheme, creation of an inclusive recruitment resource with staff networks which supports value-based recruitment, piloting of an EDI workshop and ongoing development of an EDI digital module and mini-series focussing on different EDI topics, and ongoing support for staff network development including an 'opt out' choice for staff network membership for new starters.

- The approach to workforce planning, which will provide the medium through which a number of actions are delivered (i.e. succession planning, review of management structures, career pathways), has commenced with pilot areas within each directorate. In addition to specific action plan delivery, the EDI lead continues to engage leadership teams in ongoing discussion about EDI and the action plan, and more recently about planning for an updated plan for April 2025 onwards, which has included discussions at Equalities Steering Group and Leadership Network thus far. Policy sprints have been implemented to support development of HR policies which include input from staff equality network leads, as well as union representatives.

External

- This summer the Coordinating Group Addressing Racism agreed an anti-racism statement for the borough:
'We are committed to working together across partner organisations in Haringey to acknowledge inequality and injustice, and to use our collective power to highlight and address it. We know dismantling the structural racism built into our society and institutions will be a long-term piece of work, requiring transparency and ongoing commitment. We pledge to take concrete actions to dismantle racist discriminatory practices across Haringey. We will support those affected by injustice and use the vehicle of the partnership to motivate and hold each other to account to work towards becoming an anti-racist borough.'
- We will be publicising the statement following agreement through formal governance structures in our respective organisations. The group also agreed an action plan for Haringey prioritising the following areas:
 1. Data and insight
 2. Developing a collective toolkit (to guide policy and practice)
 3. Staff experiences of racism
 4. Anti-racism through culture and creativity
 5. Section 136 (police detention of people in mental health crisis)
- Our winter meeting will focus on agreeing timescales and leads for each area of the action plan
- We established an African and Caribbean Community Network in September in collaboration with our Capacity Building Partner for the VCS, Haringey Community Collaborative (HCC), and will continue engagement with a view to the Network eventually being able to sustain itself. We also re-launched our LGBTQIA+ Community Network on National Coming Out Day, again in collaboration with HCC
- Our Somali and Turkish and Kurdish Community Networks have continued to meet, supporting residents with Universal Credit Migration and arranging further housing surgeries for residents, the next of which will be held at one of our Mosques in December
- We are continuing to work with Councillors to take up roles as representatives of our Community Networks, we've had some interest in this and will be briefing Councillors on the role of Haringey Community Collaborative, as well as the Community Networks in late November / early December. This will be followed by an event in January bringing all Community Networks together with the Cabinet Member for Communities and Haringey Community Collaborative to describe what support they can access through members and HCC

Recommendation 3 - the Council should continue proactive work with local communities and make it clear which methods of engagement will be used in different service situations.

Lead Officer: Assistant Director for Strategy, Communications and Collaboration

Summary	Actions	Deadline for completion
<ul style="list-style-type: none"> ➤ Continue proactive approach to engaging with communities ➤ Actively seek input from residents, listen to needs and concerns, and involve them in decision making ➤ New participation strategy provides the framework ➤ Ensure internal networks are fully utilised to share participation tools and techniques ➤ Record and communicate learning 	Implementing all aspects of the Haringey Deal will continue to be a key area of focus for the organisation. We will further develop our aspirations for the Deal as part of the Borough Vision development process.	November 2023 - July 2024
	<p>An initial participation framework has been published and is being disseminated across the organisation. Feedback from dissemination activity is being incorporated into the ongoing development of the framework. The second iteration will be published in January 2024.</p> <p>The next iteration of the participation framework will set out the organisational expectations for actively involving residents, using a range of participatory approaches described in the existing framework, accompanied by implementation guidance and support.</p>	January 2024
	The council's internal participation network is an active 'community of practice' through which we will continue to build capacity and skills for resident participation into the culture of the organisation. In addition, we will continue using other staff networks and forums to generate momentum, disseminate guidance and learning, and seek feedback on what further support might be needed.	Ongoing
	<p>We agree that capturing reflection and learning will be important in embedding good participation practice and have captured learning from a number of key participation projects to date (e.g. Wood Green Voices, Parks and Green Spaces Strategy).</p> <p>The upcoming iteration of the participation toolkit will include a section on evaluation and learning, to help capture and embed learning practice.</p>	April 2024
	As part of Borough Vision development, we will speak to residents and partners about how they would like to work with us as part of the Deal and will use these conversations to inform the development of a set of Deal 'metrics'. These can be used to assess the 'success' of specific participation projects, but we will also how we can measure change over time at borough level.	November 2023- July 2024

- In the latter part of 2023, we undertook an evidence gathering exercise to self-assess the current implementation of the Haringey Deal. This showed that some of the commitments in the Deal are more firmly embedded in way the organisation works than others. Significant progress was identified for instance in Knowing our Communities and in ensuring we hear the full diversity of voices when undertaking community consultation and engagement. The findings were presented and discussed with the Senior Leadership Team in autumn 2023 and an implementation guide for staff was launched in early 2024.
- Part two of the Participation Framework was launched in May 2024 to support consistency of approach in line with the recommendation of the Peer Challenge. This includes a section on evaluation and learning.
- The Participation Network continues to operate as a community of practise within the council. Monthly meetings in recent months have focused on supporting continued implementation of relational ways of working as set out in the Haringey Deal:
 - Centring seldom heard voices - a joint session with Disability Haringey on the co-produced foundations of the organisation
 - Focusing on what's strong – a joint session featuring a Haringey Council led, GLA-funded 'Welcome Hong Kong' resettlement programme
- As Haringey 2035 moves into its implementation phase – following approval by Cabinet – how the commitments in the Deal are brought to life through this process will be a key part of the conversation with partners and residents. Indeed the Haringey 2035 document itself recognises that the vision will only be realised if the council, partners and residents work together and explicitly states that the council does not have all the answers. This is an approach which is at the heart of the Haringey Deal.

Recommendation 4 - the Council should develop and embed mechanisms to improve oversight and management of the Council's capital programme.

Lead Officer: Director of Finance

Summary	Actions	Deadline for completion
<ul style="list-style-type: none"> ➤ Enhance oversight and management of capital programme, including the planning and implementation of major projects and investments ➤ Robust processes should be put in place to ensure effective financial planning, risk management, and resource allocation ➤ Balanced MTFS should be developed and owned across the council, and be a framework for financial decision making 	A new approach for overseeing capital projects has been introduced with quarterly reviews at a performance focused meeting of the Council Leadership Team.	On-going
	In light of the rising cost of borrowing and wider financial pressures the authority's entire capital programme is being reviewed in autumn 2023 to feed into the budget for 24/25 and MTFS.	September 2023 - March 2024
	Additional regular reporting on the entire programme will be brought to the Cabinet to allow collective oversight and prioritisation of the programme.	Quarterly
<ul style="list-style-type: none"> • The entire capital programme was reviewed as part of the Budget and MTFS process in the winter of 2023/24. This led to a significant number of schemes being paused, delayed or ended and significantly reduced the cost of the capital programme. • An annual review process of the capital programme is now in place each summer to ensure schemes in the programme remain in line with priorities in the CDP, are deliverable and affordable and profile of spending is reflective of delivery plans. The 2025/26 review has resulted in further which have been presented to Cabinet as part of the Draft Budget and MTFS for 2025-2029 report in November 2024. • Plans are in place to strengthen the oversight and governance of the whole programme. This includes expanding the remit of the Capital Board to have oversight of the development, monitoring and reporting of the whole programme. This includes ensuring all schemes have robust business cases and delivery plans before approval and a change control process to strengthen governance and approval around changes in scope, time and budget of schemes. • Discussion and updates of the capital programme now forms part of a regular performance meeting which is held with Cabinet every quarter. It covers discussion on the capital programme, alongside updates on the Corporate Delivery Plan and the Change portfolio. The first of these sessions was held in spring 2024 and they are now a regular feature of our internal meeting cycle. Reporting through the quarterly monitoring report to Public Cabinet will also be expanded to improve transparency of status of delivery and spend and allow for greater scrutiny at Cabinet and Scrutiny Panels. 		

Recommendation 5 - LB Haringey should look at ways to strengthen and embed performance and programme management arrangements across the Council

Lead Officer: Chief Digital and Innovation Officer

Summary	Actions	Deadline for completion
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➤ Strengthen performance and programme management arrangements, including established and clear performance measures to monitor progress and evaluate outcomes	<u>Performance management and measurement</u>	
	We have already introduced a new way of reporting progress and performance under the Corporate Delivery Plan – with a report presented at Cabinet in September and Overview and Scrutiny in October. This seeks to track the delivery of activity and outcomes – as well as metrics where they are relevant. The next round of reporting will be in March 2024.	On-going
	As we develop the Borough Vision and the next Corporate Delivery Plan we will build on and refine this approach to ensure we are measuring and tracking the most meaningful things.	September 2024
	We believe that transparency is crucial for accountability and commit to regularly publishing information on our performance.	On-going
	We have already recognised that particular challenges require bespoke management, oversight and reporting arrangements for instance our Housing Improvement Plan, overseen by a Housing Improvement Board chaired by the Chief Executive. We will continue to initiate such bespoke arrangements when required.	On-going
	We recognise the introduction of Oflog and the enhanced role for the Care Quality Commission. We will actively seek to embrace the opportunities that this provides to benchmark ourselves against other authorities.	On-going
	We recognise that complaints are an important source of performance information for us as an organisation. As part of our feedback improvement plan we will be ensuring we embed the reflection and learning from complaints across the council.	April 2024
	We are re-instating quarterly reporting on performance and finance to Scrutiny Panels as an additional layer of performance management.	Planned for 2025/26 financial year

Programme management

We are currently reviewing our corporate approach to programme management. The purpose of this is to ensure we:

- Simplify project governance and reporting, reducing the proliferation of ad-hoc boards and structures and providing better oversight and grip to senior managers. This will be linked with the performance management above.
- Refocus project management toward product management and a focus on outcomes rather than delivery mechanisms in order to deliver genuine change.
- Build a group of permanent project managers and business analysts to provide in house expertise – reducing our reliance on contractors.
- Ensure a consistent approach to programme management through standardisation of Business cases, PIDs, monitoring, reporting and benefits realisation. Provide support to the organisation to create these products.
- Have appropriate and proportionate corporate oversight of projects and programmes based on risk, significance, budget.

In addition, to the Vision and Corporate Delivery Plan we will be ensuring that all services have annual service plans from April 2024 onwards. This is something that has not been consistently in place since Covid 19.

April 2024

- Quarterly internal reporting and six-monthly public reporting of delivery against the Corporate Delivery Plan 2022-2024 is now embedded. This has proved to be a useful way of monitoring delivery of activity but has been less effective in monitoring the achievement of outcomes. We learned from this experience to develop an improved performance framework under the 2024-2026 Corporate Delivery Plan which has been in place since July 2024.
- All services compiled service plans in January 2024. A template was created by the corporate Policy team to support this process with the aim of improving consistency of approach across the council. These plans were used to build the Corporate Delivery Plan.
- A new Managing Change Framework and a new change function to manage key project and programmes was approved by the council's Leadership Team (CLT) in December 2023. Under these proposals, three new change teams (Corporate, People and Place), are being established to provide core change and project management capacity to deliver the Councils approved list of 'Category A' projects. Under the new Change framework, Category A status is the highest classification and is reserved for those projects and programmes which CLT view as being the most significant for the Council to successfully deliver over the next 12-24 months in order to realise outcomes within the Corporate Delivery Plan and MTFS. All Category A projects report on a monthly basis to a Change Delivery Group and then every 3 months up to the council's leadership team as part of the quarterly performance monitoring.
- We have created a new post in the Feedback and Resolution Team that will provide new capacity to support the aim of having a more consistent approach to learning from complaints and other forms of feedback. The [annual report on Feedback](#) was presented to the Cabinet in October 2024. We continue to make extensive use of the LGA's improvement offer. In addition to the Corporate Peer Challenge we have also utilised the Planning

and Children's Services Peer Challenge offers. As a council we take every opportunity to benchmark ourselves against relevant comparators and to learn from others.

Recommendation 6 - Strengthen member/officer relationships within the Council by creating time and space for members and officers to interact outside of formal meetings to understand each other’s roles and responsibilities and build trust

Lead Officer: Director of Culture, Strategy and Engagement

Summary	Actions	Deadline for completion
<ul style="list-style-type: none"> ➤ Continue efforts to build wider and better member-officer relationships ➤ Create opportunities to for members and officers to develop a deeper understanding of each other’s responsibilities. 	A session will be held with all councillors – hosted by the Leader and Chief Executive – to co-produce actions in response to this recommendation.	By November 2023
	A second session on the ‘Role of Members’ will be held for the council’s Leadership Network. An initial session was held in early 2023. This will support the aim of increasing the ‘political literacy’ of council officers.	Autumn 2023

- In July 2024 an informal session took place to allow Members and Directors to meet and get to know one another outside of formal council meetings.
- A second session was held at the Leadership Network on the role of Members. A Cabinet Member from another authority (who was previously a council officer) attended to give personal reflections and take questions. The Cabinet Member for Resident Experience attended the September 2024 meeting of the Feedback Forum to talk about the importance of Member Enquiries and how they support ward councillors in fulfilling their responsibilities. The purpose of both of these initiatives was to increase the understanding of the role, motivations and experiences of elected Members amongst a broader cohort of council officers.
- Steps are being taken to ensure that more officers attending formal council meetings attend in person in order to facilitate greater interaction with elected Members.
- A number of informal Member working groups are operating to ensure the voice of Elected Members are being embedded. This includes a working group on the future of the Civic Centre project. In addition, a number of Cabinet Champions have been appointed - [Championing local priorities for Haringey communities and residents | Haringey Council](#).

Recommendation 7 - Maximise your links with partners and stakeholders using your place leadership role to build coalitions that help with the delivery of local priorities.

Lead Officer: Director of Culture, Strategy and Engagement

Summary	Actions	Deadline for completion
➤ Capitalise on strong relationships and good will built through partnership work with communities during Covid, by proactively engaging with stakeholders and	We anticipate that the Borough Vision (see recommendation 1) will articulate a shared set of priorities for the borough, developed through active engagement with range of stakeholders and partners.	By November 2023
	In addition, the council will continue to invest in existing partnership work. For example, the Coordinating Group for Tackling Racism and Racial Discrimination and the launch of a new 'Young People at Risk Partnership Network' with statutory and community partners, focussed on reducing serious youth violence in the borough.	Ongoing

<p>partners</p> <p>➤ Look for opportunities to re-establish/take a leading role in bringing partners together around issues and policies that we both have a role in delivering</p>	<p>The Haringey Borough Partnership brings together all those that plan, provide or influence health, mental health and wellbeing for people in Haringey. It has a particular focus how we can provide early, coordinated care at locality level, making use of our shared community assets to increase equity of access and contribute to a reduction in population health inequalities. The priorities and governance arrangements for the Borough Partnership have been refreshed over recent months. The next phase of this work will focus on improving active engagement with, and participation of our communities within both the Borough Partnership structures and through our Health and Wellbeing Board.</p>	<p>April 2024</p>
	<p>We will also continue to invest in our relationship with our local VCS partners, with a view to:</p> <ul style="list-style-type: none"> • supporting the sector so that it is more resilient, sustainable and collaborative; • establishing a new, fair, equitable and transparent approach to working with the sector; and, • ensuring the sector has a stronger voice in council decision making and strategy development. <p>This work will be achieved through a range of activity, but most significantly through: the commissioning of a new VCS Strategic Partner; and, the production of a new VCS Strategy (Jan/Feb 2024)</p>	<p>January/February 2024</p>
	<p>We will also be relaunching the Debt and Financial hardship partnership, with a view to strengthen our systems wide response to this urgent issue.</p>	<p>October 2023</p>
	<p>In addition to the above, the council will be convening partners to consider any further actions to implement this recommendation.</p>	<p>November 2023</p>

- Three partner workshops were held during the development of the Borough Vision. The sessions involved a wide range of partners including organisations that would not have been involved in previous partnership structures. Further partnership conversations will be convened following the endorsement of Haringey 2035 by Cabinet and Full Council to begin the process of bringing the vision to fruition.
- To further strengthen relationships and partnership working with the voluntary and community sector (VCS) we have commissioned a new capacity building partner to support the sector so that it is more resilient, sustainable and collaborative. The Haringey Community Collaborative is delivered by Public Voice in partnership with Mind in Haringey. It will provide comprehensive support to the voluntary and community sector (VCS) in Haringey, particularly grassroots organisations and under-served groups, to strengthen governance, grow fundraising channels, build capacity, and increase impact. Our aims for the service are to establish a new, fair, equitable and transparent approach to working with the sector and to ensure it has a stronger voice in council decision making and strategy development.
- The Haringey Borough Partnership brings together all those that plan, provide or influence health, mental health and wellbeing for people in Haringey. To strengthen and maximise benefits of the partnership, our boards now each have:
 - A strategic steering group that meet quarterly to set the direction and forward plan
 - Subgroups for each priority area, with a transformation and programme delivery focus, that meet regularly.
 - Operational Delivery Group meetings within each thematic area to improve partnership oversight of interdependent operational services.
- We are also holding quarterly in person workshops at a systems leadership level to strengthen collaboration and jointly develop our place based-plans. Through this refreshed governance approach, the HBP focuses on a of key number of strategic priorities aimed at working collaboratively together to integrate our services and improve outcomes for residents. There is a strong sense of system leadership, shared accountability and a genuine commitment to working in partnership. Each of the boards benefit from excellent levels representation from a range of and providers and includes VCS partners. The boards have forward plans, a programme management approach and impact is measured regularly through a system level outcomes framework for each theme.
- In addition, in Adults Social Care (ASC), VCS partners and residents are now also invited to be part of the Councils new ASC Commissioning Co-production board to help shape and influence the future design of services.
- A new Health and Well-being Strategy has been developed with significant input from partners. It is expected to be approved at a meeting of the Health and Well-being Board before the end of the year.
- Culture has become a new area of deepening collaboration between the council and partners. Our recent successful bid to become London Borough of Culture 2027 has developed with partnership at its heart from major anchors like Tottenham Hotspurs and Alexandra Palace to grassroots organisations.

Recommendation 8 - Review the scrutiny function within the Council and look at opportunities for building mechanisms that enable the Council to measure the impact of scrutiny activity.

Lead Officer: Assistant Director for Legal and Governance

Summary	Actions	Deadline for completion
➤ Work on strengthening the scrutiny function in the Council	A joint session will be held with members of the Overview and Scrutiny Committee, members of the Cabinet and senior officers to co-produce actions in response to this recommendation.	November 2023
	We recognise the importance of active scrutiny of our decision making and service provision more broadly. We want to be an organisation that welcomes constructive scrutiny and challenge. We will seek to learn from relevant reviews and reports into issues including in other parts of the public sector.	On-going

- A joint meeting was held on 18th July 2024 with Cabinet, Overview and Scrutiny Committee Members and the council's Leadership Team (CLT). This session was in direct response to the Peer Challenge recommendation, and included valuable discussions on improving the scrutiny process to maximise its impact, and how best to utilise insights from past scrutiny reviews.
- Alongside this a Scrutiny Café took place on 20th September 2024. This was to plan the future work programme for Scrutiny in Haringey, building on discussions from the joint meeting. This provided an opportunity to restate scrutiny principles and consider suggested work plan items in this context. The session was attended by the majority of backbench councillors and community partners, as well as residents.
- A review of the outcomes from both of these sessions is underway and action plan developed, which will feed into future work on improving the scrutiny process.
- Scrutiny finance training from an external independent trainer has also been provided to back bench councillors to support their critical participation of building the budget for 2025/26, which has been well received.

Recommendation 9 - Continue the work on developing the key lines of business systems to increase efficiency in operations and enhance customer service.

Lead Officer: Chief Digital and Innovation Officer

Summary	Actions	Deadline for completion
<p>➤ Investing in key line of business enquiry systems, including:</p> <ul style="list-style-type: none"> - Customer Relationship Management (CRM) - Procurement management 	<p>Work underway to review Think Haringey First Programme, including the Getting the Basics right workstream. This is a wide-ranging programme of work that includes:</p> <ul style="list-style-type: none"> • A redesign of the way we think about and deliver an excellent digital customer experience. This will include user centred design, journey mapping and user testing to design new online portals for residents so that they can self-serve and better back office processes to complement • Implementing a CRM that allows us to provide better digital solutions for residents and improve back office workflows. • Review of HR & finance policies and processes with a view to improving and simplifying them as we explore a procurement of a new ERP solution. • Improvements to our complaints management process and platform. • Shift further to digital first approach and away from paper-based solutions. • Further roll out of workflow management systems such as HALO and Monday.com 	The plan will be delivered by November 2024
	<p>We have a Procurement Modernisation Plan in place. This will deliver the following:</p> <ul style="list-style-type: none"> • A revised operating model to centralise procurement above £25k. • New technology to consolidate procurement/contract management activity into single platform • Simplified and efficient 'source to pay processes'. • Preparation and readiness for the new Procurement Act due to come into force in 2024. • Introduce corporate contract and performance management standards. • Revised Contract Standing Orders to support new ways of working and the Procurement Act. • Education and transformation programme to embed the new ways of working. 	The plan will be delivered by November 2024

Digital Improvements

- Haringey Council is investing significantly in digital transformation and resident experience in order to improve services for residents by streamlining and automating end to end processes. The journey to doing this is complex however, and it is taking time to get the right skills in place and agree the principles on which transformation takes place against the backdrop of significant savings that the council needs to make. Despite these challenges, we expect to have a plan in place by December 2024 which will set out our transformation roadmap(s). The following activities are contributing to this:

- Restructure – The Digital and Change team are undergoing a significant restructure, a root and branch change to the core functions and capabilities that the council has at its disposal. This will result in the ability to design, build and deliver customer made platforms and integrations and gives us the technical ability to map, refine, automate and reduce council business systems and processes.
- Customer Record Management – We are in the process of procuring a new CRM and data platform in order to provide us with improved capabilities to build our own solutions and deliver a much more effective customer service. This is at tender stage and we hope to begin implementation of a new system early in 2025.
- Roadmaps – Following the restructure we now have a policy and innovation function who will be developing digital transformation roadmaps for each service area across the council. These roadmaps will identify what a service areas digital needs are over 3 years in terms of procurement, contracts, development and design, skills and change.
- Resident Experience business case – A business case for a wide-ranging Resident Experience programme is currently in development. Digital Transformation will form a key part of this.
- New software systems are being developed to support the Complaints Improvement plan. This will be implemented before the end of the financial year.

Procurement management

- The Council continues to progress implementing the new procurement operating model.
- The revised staffing structure to support the operating model will be in place in November 2024.
- The centralisation of procurements above £25k will be implemented March/April 2025.
- The revised Contract Standing Orders are approaching final draft and are anticipated to be in place in March 2025 to align with the delayed implementation of the Procurement Act.
- Revised procedures, training and communication is ongoing for council staff.
- Work has begun on implementing new category strategies to deliver improved value for money.