

Cabinet Member for Resources and Culture Overview and Scrutiny: 27th July 2015

The Business Infrastructure Programme (BIP)

The Business Infrastructure Programme (BIP) aims to make the Council's support services best in class by being able to do things faster, easier and better.

The programme aims to define and deliver a new way of working that is more customer focused, consistent, is performance driven and delivers value for money. This will not only allow the achievement of savings in 'back office' services but will further enable front line to deliver in a more timely, efficient and consistent manner.

Business Infrastructure programme Phase 1

- Work continues on the implementation of the Shared Service Centre (SSC).
 - The accommodation move has started this week and is expected to be completed by the end of August.
 - Training for staff going into the SSC is now being scheduled and developed, with the initial priority being focussed on training for the new systems that are being implemented, and legislative training eg Data Protection and Data security training to ensure all staff have up-to-date knowledge in these areas.
 - Briefings are currently underway to engage staff and colleagues in the wider business to ensure they are kept up to date on progress towards 'go-live'.

Business Infrastructure programme Phase 2

- **Last quarter**
 - The model for a Shared Business Service (SBS) across the council was agreed with work mapping relevant roles that will be included in the model completed.
- **Next quarter**
 - A model will be agreed for Policy, Performance, Programmes (PPP)
 - Technology enablers needed to improve processes across PPP and SBS will be defined
 - The operational model and proposed staff structure will be prepared ready for consultation.

Culture

Work has started on assessing the Council's role in driving forward the benefits that Culture and the Creative Industries can bring to Haringey's communities.

We all recognise that our cultural and creative industries (CCIs) in Haringey are an essential part of a thriving, fairer, dynamic borough and are capable of supporting each of our five key priorities.

Given the speed at which this sector is growing, and some of the challenges it faces, the Council has commissioned a Company called Business of Culture Ltd to help us develop a Culture Strategy to ensure that the sector plays a full role in the life of the Borough and will support our aspirations to improve the life chances of everyone who lives and works here. We also want to ensure that there is alignment with all of our other community strategies that are currently being developed.

The work will also encompass looking at options around optimising the use and impact of Bruce Castle and our museum and archives services.

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It is our intention to consult on a draft strategy through the summer with a report to Cabinet in November.

Libraries

Marcus Garvey

Staff at the library have begun to prepare for the closure of the library at the end of August. Arrangements have been made that from September all the Library children's events will be held at the Bernie Grant Centre.

All organised activities both adult and children's will continue as normal throughout the summer.

Designs finalised, EQIA completed and Comms messages advising the public of closure dates at the end of August 2015 ready.

Timescale to re-open by the end of February 2016 is challenging but on track

Wood Green Library and Customer Service Centre

On track, detailed design stage commencing on the phase CSC design, with alternative locations for current library provision identified

Pre feasibility work and outline floor layouts drafts now underway for phase 2 (transformed Library).

Engagement sessions scheduled for week commencing 13/07.

Wider Libraries/Muswell Hill

Options paper for Muswell Hill to be presented to September Cabinet

Cabinet report drafted and IT costs agreed and SLT initial indication favourable

Customer Services/Libraries

The restructure remains on track to launch the new integrated Customer Services and Library Unit by the end of October 2015. Consultation completed and appointments process will commence in September.

IT

The council has been developing a Digital Strategy to support delivery of the Corporate Plan. It is recognised that an ICT-enabled approach to delivery will make the best use of available resources and meet stakeholders' expectations for modern services.

The digital strategy has been designed to ensure it supports the council's priorities and transformation vision. Key areas of strategic focus include using technology for stakeholder engagement, partner collaboration, data insights, self service and mobile working. To support the Digital Strategy, ICT have developed a detailed technology roadmap to ensure we maximise value for money on investment which considers total cost of ownership. ICT will continue to ensure that we benefit from any current technology investments. The Digital Strategy document is in the process of being finalised, with the aim of getting it endorsed by Cabinet in September 2015.

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Customer Service Transformation Programme

The Customer Services Transformation Programme (CSTP) was formally set up in May 2013 in order to improve the customer contact experience and to change the way in which customers interact with the Council

The programme is the primary vehicle for delivering over £3m worth of savings in Customer Services over the next 3 years within the Council's Medium Term Financial Plan [MTFP].

The CST is now being delivered through key transformation strands: Self Service Programme and Face-to-Face Programme

Self service Programme Update

- **Contact centre project:** Improvements are underway in the Contact Centre with plans to introduce a new automated switchboard from August 2015 which will automatically meet, greet and route callers. Plans are also in place to introduce call recording, which will be used to help and improve the provision of regular performance reports.
- **My Account / Digital project:** This is being rolled out in a series of phases over the next 12 to 16 months. Phase 1 includes Benefits and Council Tax and work is underway with staff from both services as well as Customer Services to review current business processes in readiness for the launch of the customer 'My Account' from Nov 2015.

Change and engagement: On 24 Jun 2015 a panel was hosted with residents which focussed on 'digital' customer services. 23 local residents attended and provided direct feedback about the Council's current website and some of the things they would like to see if this was redesigned. This valuable insight has been captured and provided to the Web Communications team to ensure that it can be considered as part of any future improvements to the Council's website.

Reward review

The Modern Reward Strategy Project (My Pay) was approved at S&R December 2014, and sits within the Workforce Plan. The project will link together all our pay related activities creating a single approach that:

- is fair, consistent and transparent
- enables us to be competitive in the market so that we can attract and retain the right people
- enables us to reward individuals according to their contribution

The project will also develop new job families and levels, which will simplify our structure and accommodate broad pay ranges. Career paths will be apparent and training tailored appropriately at each level.

The process is to review:

- The job evaluation scheme used for CO/SM population.
- Pay and grading structures
- Pay progression.
- Terms and conditions and allowances.

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Activity is divided into two phases:

1. Chief Officer/Senior Manager (including Chief Executive) Pay, Grading and Terms & Conditions Review, which is currently ongoing.
2. The rest of the Workforce Pay, Grading and Terms & Conditions Review, which is due to start later in the year.

The project reports into the S&R Committee regularly and recently held an informal workshop to bring members up to speed on the current thinking and strategy in this complex area.

***Cllr Jason Arthur
Cabinet Member for Resources and Culture
July 2015***