

Report for: Overview and Scrutiny Committee 22-07-19

Title: Front Office, Back Office Transformation Programme - update

Report authorised by : Richard Grice, Director of Customers, Transformation and Resources

Lead Officer: Belinda Black
Tel: 07976 077149
Email: belinda.black@haringey.gov.uk

Ward(s) affected: All

Report for Non Key Decision

1. Purpose of this report

This report provides an update on the Front Office, Back Office Transformation Programme since the report brought to Overview and Scrutiny Committee on the 30-4-19.

The programme welcomes any comments and recommendations from the committee.

2. Content

The request from Overview and Scrutiny Committee in April 2019 was:

That a further report be made to the Committee in July 2019 and that this include:

- Details of engagement with the trade unions and how staff were informing the process;
- Support provided to staff who wished to remain;
- Lessons learnt from previous reorganisations;
- Arrangements for providing assistance in accessing services for people whose first language is not English; and
- Clarity on the number of staff required to cover workloads.

It was also requested that a visit is arranged to the Council's Contact Centre before the proposed changes have been implemented.

3. Engagement with Trade Unions and lessons learned from previous reorganisations

a) Trade Unions

The programme team, Corporate and Customer Services management team and HR have been liaising with the trade unions regarding the impact of the programme on staff, and in particular the approach to supporting staff which is covered in more detail in section 5. below.

Regular monthly meetings, as well as adhoc meetings on request, have taken place to discuss all issues relating to staff and all consultation processes and documents have been discussed and shared for comment prior to the consultation launches in June 2019.

So far there has been open, constructive and pragmatic dialogue to ensure as smooth a transition as possible, and this will continue. The programme team and management team have particularly taken on board comments and suggestions that the trade unions have raised regarding potential selection processes and points that they have raised based on their experiences in other reorganisations, for example the use of terminology in interviews.

b) Lessons learned

The feedback from trade unions, HR and staff about other reorganisations have been used to design the processes for the current consultation. On completion of the staff consultation, a questionnaire will be sent to all staff involved to ask them about their experience before and during the process. Responses, positive and negative, will be used to inform future restructures within the council.

4. How staff are informing the programme

a) Initial workshops

The Front Office, Back Office Programme has been heavily reliant on staff input which has helped inform both the scope and prioritisation of the projects we are delivering.

Between October-December 2018 the Programme team ran a series of workshops and drop-ins with staff in all affected areas (Revenues, Benefits, HR, Finance and others). 8 main workshops were delivered involving approximately 75 service representatives. The workshops produced a list of various opportunities that staff felt could be explored to enable a better customer and staff experience. The focus of these opportunities was to find more efficient ways of providing services which enhanced the customer experience and ability to self-serve and in turn allowed staff to focus on priority areas of work.

Staff voted on their favourite item and these were then discussed with Service Managers. A council-wide drop in was then initiated to enable all staff to participate and provide feedback. We also ensured that there was alignment with the Chief Executive's campaign around staff suggesting improvement opportunities.

Since then, the selected projects have continued to engage with staff to support the design and testing of the various processes. Using an Agile approach means that project items are looked at with pace in mind to produce new processes/forms, that staff were then able to try and test on a regular basis. The Programme continues to maintain a joined up approach between the project teams and service reps to ensure full collaboration. This collaboration comes in the form of joint ownership of the various projects. For every project there is both a Programme lead and Service lead who meet regularly as part of the project reporting and agile huddles (daily/weekly short catch ups). This means the transition to business as usual is smoother when the projects come to their natural end. In all the Services the Programme is supporting, existing staff are being used to work on the projects and in some cases staff have been backfilled to work on the Programme full time.

b) Officers involved in the programme delivery

Currently 17 Haringey employees are involved directly in programme delivery and include:

Role	Full time /Part time	Grade
Project Delivery Manager	Full time	PO8
Project Managers x3	Full time	PO5-6
Business Analysts x2	Full time	PO4-8
Programme / Project Support x6	Full time/Part time	PO2-5
Business Change Lead	Full time	HC1A
Service Leads x4	Full time/Part time	PO2-PO8

This does not include employees who support Front Office, Back Office governance, managers and staff involved in supporting development of new service designs in workshops and promoting change (i.e. Front Office, Back Office change network). Of these 17, 10 are fully funded by Front Office, Back Office and 7 are part funded.

c) Change Champion Network

Launched on 21-05-19 with 30 staff as change champions following four workshops. Change champions are staff from across the council that work to help inform and update their colleagues on the programme. These staff are also responsible for producing newsletters, informing management of any concerns from staff and helping to run workshops and events.

The change champions have helped provide training to other new champions and are actively recruiting from their own ranks. The champions will test out some of the new internal processes; for the new HR portal for instance we will ask the change champions to carry out testing to see if the new pages make sense and are easy to use.

d) Blogs

A weekly blog on Mondays are a regular feature of the communications from a wide range of Front Office, Back Office stakeholders. The most popular blogs

come from people involved in the programme. The change champions network will encourage more people to come forward and blog.

Attached as appendices 1 and 2 are two examples of blogs written by Haringey employees.

e) Newsletters

The first change champions newsletter, appendix 3 attached as a separate pdf. document, was produced in May 2019 by officers within the services in the Front Office, Back Office programme. It included information about the Change Champions workshop, updates on some of the opportunities already delivered and those in development, an item on the working culture in Haringey and how everyone can help it improve, and the Change Champions mailbox for all staff to share ideas, ask questions and express any concerns.

f) Culture

Culture change is a part of every change programme, and is a much longer term objective. The use of change champions to work with the project team helps to embed new processes and deliver the change required.

Following the launch of staff consultation, the overall sense from staff is that there was very little surprise with regards to its content largely as a result of being open and transparent about the changes. The regular blogging and staff events telling people what is happening have helped to move the people to the acceptance phase much earlier.

We will record this as best practice going forward so that it feeds into future change programmes.

5. Support to staff who wish to remain (or are affected by the changes)

Since the last report there have been a few changes to the proposed restructures, including agreement to a request from Children Services to transfer the officers currently in Corporate and Customer Services who provide business support to their department. Through a series of discussions with Senior managers from both Children's and Corporate and Customer Services, it became apparent that the operating model that Children's Services are aiming for their social work teams is contrary to the centralised model currently in place. Children's Services are wanting to create small, self-organising teams with dedicated business support and therefore the transfer of staff back to them would enable this model to be created

The current position is that services in scope of the FOBO programme are reducing from a total of c259 posts to c208.5, a reduction of 50.5 posts. Taking into account the reductions that can be achieved from posts currently vacant or filled by agency staff, or by permanent staff choosing to reduce the hours they currently work, the number of permanent staff affected is now 24.5.

The table in appendix 4 shows the detail by service area.

The programme is working closely with colleagues in HR and service managers to ensure we provide every assistance to staff during the changes.

Letters were sent to all staff in the services affected by the changes inviting them to consultation meetings on 24-6-19 for back office services and 26-6-19 for front office services. The letter also provides details of the Supporting Change offer as outlined in appendix 5.

The meetings were led by senior managers and attended by the Assistant Director of Corporate and Customer Services, trade union representatives and Front Office, Back Office programme representatives to answer any questions staff raised. Staff were taken through:

- The purpose of the consultation
- Why changes were being made
- How the services (IT, processes etc.) were being changed
- The proposal for the structure of the service
 - Current structure
 - Proposed future structure
 - Detail of how the service would move from current to proposed structure – this included details of vacant posts
- Support available in addition to the council's Supporting Change offer, including:
 - Weekly drop in sessions with managers
 - Trade Union support
 - One to one sessions with senior managers
- Dates when feedback would be provided and the final structure would be approved following the consultation period.

Following the presentation and a question and answer session, senior managers and programme representatives handed the room over to the trade union representatives so that they could talk to the staff privately.

It was emphasised by everyone at the meetings that management wanted staffs views and contributions to the process and needed anyone who is interested in redundancy to register their request so that we can focus our attention on retaining and deploying as many of the remaining staff as possible.

It is recognised that redundancy will be a welcome opportunity for some staff, and we are confident that by using this approach we will be able to focus our redeployment efforts on those who really do want to continue to work with us, and that this number is likely to be far less than the current number of 24.5 staff who could be displaced.

During the consultation period, all feedback or registered interest in voluntary redundancy, redeployment or reduced hours will be collected and considered. Any general questions received will be responded to, both to the officer who raises it and any other staff it may be relevant to.

Consultations will not be completed until 23-7-19 in the back office services and 25-7-19 in customer services so we are unable to provide the final breakdown of the staff preferences with regard to voluntary redundancy and redeployment in this report. However, at the time of writing we had received 15 initial enquiries/requests for voluntary redundancy.

It is the clear aim of all involved that we do not have any compulsory redundancies from the Sc6 grouping. This will be achieved by voluntary redundancies and dynamic deployment – internal adverts, converting secondments and deployment.

The HR Business Partner for affected services is liaising with the HR Business Partners for other parts of the Council where there are shortages for skills such as project management to identify opportunities to apply a 'talent management approach' to filling some of these vacancies with staff from affected areas. This will require backing from Corporate Board and managers across the Council.

The HR Business Partner is screening all posts prior to internal or external for consideration of internal advertising and positive attraction to apply for roles from amongst affected services.

Only staff who are directly affected by the current role reduction proposals are entitled to apply for voluntary redundancy. However, staff unaffected who work across Corporate and Customer Services have also been asked to let it be known if they are interested in voluntary redundancy. This will mean that, if there are any staff who are at threat of compulsory redundancy, we will try to transfer them into any suitable roles for which they have the necessary transferable skills where redundancy requests have been made by unaffected staff.

6. Assistance to be provided for residents whose first language is not English

Haringey Council believes that all members of the community have the right to equal access to information and services provided by the Council. The Council currently provides:

- Automatic translation of webpages via Google Translate. This provides translation services for 12 languages currently
- Access to an interpreter either in person or on the telephone. This is free of charge to customers
- Translation of council letters or other council documents.

However, we also positively encourage customers to use a friend or family member who can speak English to provide support.

Through Front Office, Back Office, some improvements to date include new decision trees on our website helping residents' access information and be directed to the right pages in a much easier way. These have been designed to be better to use for customers whose first language is not English.

In addition, we have held workshops with staff in the service centres to identify how we could better support customers to triage and encourage self service. This includes customers whose first language is not English.

7. Number of staff required to cover workloads

A key principle of the Front Office, Back Office programme is that there will be no reductions in staffing levels until the opportunities have been delivered, new systems and process are embedded and functioning to plan. Many of the benefits in stage 1 are predicated either:

- on the volume of customer contact being reduced or removed (as more residents self serve) or
- the way in which council processes are delivered have been improved and take less time.

Every month the programme tracks the impact of these benefits to determine whether savings can be released without an adverse impact on staff workload. So, in this regard, no staff will be required to cover increased workloads, but if this did happen it would be a minimal amount and only for a short period of time to cover the transition to the new way of working.

For example, one of the benefits of introducing a new telephone queue call back system is that the average handling times for calls that choose a call back is less than for those that don't. This means less contact centre agents will be required as some telephone calls are now shorter in duration. In another example one of the benefits of introducing new process automation in software in Revenues and Benefits is that some customer contacts and service requests will be able to be processed by the system without the current manual intervention by staff.

This subject is a key area of concern for the trade unions and the programme will work with them, and the staff involved, to explain how the calculations were made and how they are being measured.

8. Contact Centre Visit

On 20-06-19 the Contact Centre welcomed the visit of the Overview & Scrutiny Committee. During the visit the committee members had the opportunity to meet staff, see the operation in practice and generally understand how the contact centre operates across all the various channels of contact. It was understood by officers that the Committee found the visit insightful and felt it would be beneficial to open up the offer to other elected members to visit at planned intervals.

9. Additional information

Engagement with members

As part of the project to remodel the way in which the Council is contacted to make formal enquiries, we will be looking to meet with Members to obtain their thoughts on this. While the implementation of the enhanced technology is well underway, the design and modelling of the process is still at a design phase. Using an Agile methodology and Human Centred Design means that we are keen to trial and improve things in short sharp cycles with constant input from those that are users of the process. An initial meeting with Cllr Chandwani is being set up to obtain some initial thoughts on this.

Next Steps

A further report will be come to Overview and Scrutiny in Autumn focussing on the opportunities that have been delivered and the savings that have been achieved. Appendix 6 provides an updated roadmap for the Front Office, Back Office programme timeline showing activites completed so far and planned in this stage.

Appendix 1: Example of Staff Blog



Blog by Carla Segel: Bricks and Pieces - FOBO and Lego

I hope everyone had a lovely bank holiday and enjoyed the glorious weather. I took my boys to Legoland and spent some time thinking about FOBO – bear with me there is an analogy coming...

Aged 11 and 8 my boys are huge Lego fans so I have spent a lot of time at Legoland over the years. Is it madness to do the same thing repeatedly and hope for different results? Every time I curse the queues and end up spending a fortune on average food, over-priced beverages and am then hit with 'the shop' at the exit point.

But fresh from various planning exercises and discussions about change for the future as part of FOBO work I decided to apply this at home. We agreed what we wanted the day to look like, everyone got to pick something that they wanted to do, we agreed a budget and then they helped me make a packed lunch.

Getting their input was brilliant – I had made assumptions that were wrong – and the whole day was much better as a result. We also really used the technologies available as part of the Legoland app to manage our time by checking out queue times and getting some perks around discounts and free gifts.

So, what does this have to do with FOBO?

I think we can all get jaded with improvement programmes and change management exercises, for many of us this is not our first time looking at how we could change the way we work. However, this time feels different, this time feels like the changes we make will stick and that is because we are sharing the ideas.

We have spent a lot of time working with colleagues both in the Programme Office and in the Service areas to understand structures, costings and how things work in reality. An example of this is printing. We spend hundreds of thousands of pounds each year printing pieces of paper. The programme has given us the ability to question 'why do we do this'? We've spoken to the recipients of this paper to see if they would be willing and able to go digital.....guess what.....they are.

One of the first areas we are doing this with is Children's Services where we have previously spent up to 2-days per month printing documents for panel and conference meetings. Everyone brings their laptop to these meetings, so the waste of paper was high – not to mention the confidentiality risks as the papers contained a lot of sensitive information. Everyone is on board with changing to a digital offer and so on 1 May we will launch this new way of working. A really great achievement by the team and a good example of joint working with Children's Services.

One of the key messages is that we need to make real changes that will stick. We cannot afford to continue the work in the same way and nor should we when the expectations and needs of the customers we serve have changed. Once we stop printing we will not be going back to it; this will be the new normal.

In our personal lives we make changes all the time and adapt to new technologies. We now need to bring that challenge to the workplace. My Legoland tickets were on my phone (no printing), the queue times were available on the app and all the kiosks and restaurants were card only. This is not innovative; this is just the way theme parks work now and as a customer I accept it and am happy with it. We need to embrace that way of thinking here and focus on what is best for the customer not what is best for us and our processes.

Can I please ask you to be positive and enthusiastic about the changes that FOBO will bring as that is what will make the difference and ensure that we keep up the momentum - nobody said this was going to be easy but then nothing worthwhile ever is.

Appendix 2: Example of Staff Blog



Monday Blog by Katrina Halliday

Good Afternoon everyone.

Hope you all had a lovely weekend and enjoyed every bit of that glorious sunshine.

So last month I had an informal meeting with my Manager Jim Brady, We had a chat and he thought it would be a good idea to put myself forward as a Change Champion.

If I'm honest, I didn't know too much about it or what would be involved but I'm so glad that I emailed Martyn Loukes and was given the opportunities that I have been given.

Martyn and I worked closely in order to organise and deliver all four of the Change Champions workshops that took place in May, which were a great success. The information that was gathered from these workshops was incredibly eye-opening and informative. I think public speaking is probably a bit daunting for most people but after the first workshop, I felt like I was on a roll. I felt so charged about my role as a Change Champion that I put myself forward to write a FOBO Change Champions newsletter with the help of Pani Demetriou. The newsletter is now complete and will be sent via email very shortly to every person in our Directorate (Customers, Transformation & Resources).

I have also created a Poster which will hopefully get everybody feeling inspired to get involved and help make a difference to our working culture and possibly even get involved in the changes taking place as part of the FOBO Programme. The poster is bold and eye-catching with a message that I believe will resonate with very many of us. Let's step out of our comfort zones and see how you and the working environment around you will flourish. This is exactly what I have done. Yes, it was nerve wracking, yes, I felt uncomfortable at times, but I have developed (and am still developing) new skills. I was a complete novice when it came to PowerPoint, Publisher and even Yammer. Within one month I have created PowerPoint slides for a workshop where I stood and spoke in front of a room full of colleagues, I created a newsletter using Publisher and I am now writing my first ever blog on Yammer. It might not seem like much to some but for me, I have been given some incredible opportunities that I never would have been given had I not 'stepped out of my comfort zone'.

My point is, the FOBO Programme may seem like a giant that is out of your grasp but if you put yourself out there, offer your time, your input and your skills, it will only lead to good. A better and clearer insight into FOBO, fine-tuning your pre-existing skills and developing brand new ones. Making connections and networking with colleagues on all levels. I am enjoying my time as a Change Champion and I wanted to give you all an insight into what I've been up to the past month. I have loved every moment, genuinely, and I believe that it is a great opportunity for anyone who is able to, to get involved in any way you can. And even if you can't directly get involved, just staying informed and positive about FOBO will make the world of difference!

Appendix 4: Staff reductions by service, status and grade

Service	Total FTE reduction	Permanent staff affected	Vacancy / agency staff or reduced hours	Mgt grades (SO1 and above)	Officer grades (Sc3-Sc6)
Revenues	8	3	5	2	6
52 to 44 FTE					
Benefits	13	1	12	2	11
74 to 61 FTE					
Business Support	0.5	0	0.5	0	0.5
10 to 9.5 FTE					
Feedback, Information and Governance & Business Change	2	2	-	2	-
10 to 8 FTE					
HR	0	0	0	0	-
n/a					
Finance	0.5	0	0.5	1	-0.5
13.5 to 13 FTE					
Customer Services	26.5	18.5	8	3	23.5
99.37 to 72.87 FTE					
Total	50.5	24.5	26	10	40.5

Appendix 5: Supporting change offer

Supporting Change

We welcome hearing any requests or suggestions that you have regarding the content of the change process and requests/ideas/suggestions should be sent to myself in the first instance. Details of the current Supporting Change offer are outlined below.

Employee Assistance Programme

A free and confidential service available 24 hours a day, 7 days a week offering expert advice, specialist counselling and support on a range of issues that you may have either at work or at home. You can access the service by phone, email or web-site. People at Work are the Council's current provider (May 2016).

Website	http://www.peopleatwork.co.uk/my-eap/login (please type address into the web browser)
Login:	Haringey
Password:	Support10
Phone	020 3286 1545
Email	support@peopleatwork.co.uk

My Career Portal

This is an online system developed by Hays Recruitment which is full of advice, tips and tutorials that will enable you to create an up to date CV, improve your interview techniques as well as have access to current vacancies listed by Indeed. You can access the portal anytime and from any smart device.

Note: These are generic for all Haringey staff to use and must not be amended or changed. No personal information is stored on the portal.

Website:	http://mycareer.haringey.gov.uk
Username:	Haringey. Employee
Password:	MyCareer15!

Career Coaching

Gives you access to a trained in-house Coach whose specific focus is to help staff that could benefit from career coaching. Some examples of situations a career coach could help you with include:

- Direction setting – if you're not sure what you want to do
- Helping you get there – if you do
- Practical job search help – CVs, networking, interviewing
- Confidence – changing careers can feel scary
- Unlocking your potential – to be your best and happy

More information about coaching is available on the staff intranet (search career coaching) and or you can contact Maxine Sobers.

National Careers Service

Offer an extensive range of tools and services to help you make decisions on learning, training and work opportunities. The service is supported by qualified careers advisors providing confidential and impartial advice, which you can access in a number of ways including a web-chat facility which you access from their website.

Website	https://nationalcareersservice.direct.gov.uk
Phone	0800 100 900
Face to face	book an appointment to speak to a National Careers Service adviser in your local area (0800 100 900)

The Money Advice Service

A free and impartial advice service set up by the government to help people to manage their money and finances. The service is available online, over the phone, web-chat, printed guides and face to face access to a UK wide network of money advisors.

Website	www.moneyadviceservice.org.uk
Phone	0800 138 7777

Fuse

We also recommend that you regularly check out Fuse, which is the Council's main online learning system as it is regularly updated with new materials (search career) that you can access from any smart device such as a mobile phone or tablet as well as a work PC or laptop.

Appendix 6: Roadmap – updated July 2019

FOBO Stage 1

Front Office
Back Office
Both Front & Office
External Comms

	Feb 19	Mar 19	Apr 19	May 19	Jun 19	Jul 19	Aug 19	Sep 19	Oct 19	Nov 19
Revenues & Benefits	Capture of email addresses ✓	Process automation supplier on site ✓	Transfer of Agency staff to Meritec ✓	Document bundling ✓ Outbound communications agile sprint ✓	Email to advise landlords ✓ Revs/Bens letters updated ✓	Deliver printing efficiencies ✓ Improvements to outbound communication ✓ Haringey people newsletter ✓ Haringey website ✓	New Landlord Portal ✓ Improvements to inbound communication ✓ Promotion in social media and libraries ✓	Improved customer service scripts ✓	R&B process automation completion ✓ E-billing ✓	New document management system ✓
FIG & Business Support			Travel booking agile sprint ✓	Stop printing panel papers ✓ Emails to advise stakeholders ✓	Complaints webpage updates ✓ Stop printing various requests ✓	Web improvements ✓ Automate clinical waste ✓ Automate travel bookings ✓		Training for councillors ✓	New complaints logging system ✓ Change the complaints process ✓	
HR & Finance		Purchase card agile sprint ✓	New DBS charging model ✓ Vfire staff portal sprint ✓	Transcribing service changes ✓	Purchase card road shows ✓	HR intranet pages agile sprint ✓		Improve debt mgt process ✓ New HR mgt system ✓	Centralised shopping trial completed ✓ Upgrade staff portal ✓	
Digital Customer	Queue call back ✓	Queue call back reporting ✓ Digital platform requirements sprint ✓		New contact us online pages ✓ Webchat proof of concept ✓	Online Survey ✓ Wrap up codes ✓ F2F survey at Wood Green Library ✓	F2F survey at Marcus Garvey Library ✓ Tel IVR – online is easier ✓ Haringey people ✓	New online/email mgt ✓ Web improvements ✓ New switchboard approach ✓	Circuit posters ✓ New IVR ✓	Home to school online measuring service ✓ SSC automation ✓	
Housing & Parking				Rent explanation letter ✓ Update website ✓				Improve My Estates mobile Ap ✓ Simplify online skips license ✓	Improve application & payments for other permit licences ✓ Update parking information online ✓	
People / shared practices / change	FOBO intranet and Yammer page ✓	OLA for planning & CS ✓ Change champions recruited ✓	Costed as is and to be structures ✓	Consultation Planning and Documentation ✓	Launch Consultation ✓	EQIAs for residents & workforce ✓ CSL soft skills training ✓	Final structures approved ✓ New OLA's for all services & CS ✓	FOBO Stage 2 Planning ✓ New OLA's for all services & CS ✓	New performance mgt framework in CS ✓ New Customer access strategy 2020-22 ✓	