

Your Council – Year 2 Delivery Plan

Outcome 17: A council that engages effectively with its residents and businesses				
Objective a) Residents and businesses feel engaged with and show high levels of trust in the council				
Delivery priorities	Progress made in Year 1 (2019-20)	Year 2 Delivery (2020-21)		Plans for Years 3 and 4 (2021-23)
		High-level Milestones	Comments/budget considerations	
<p>17.1 Deploy a range of innovative engagement activities appropriate to the issue</p> <p>Cabinet Lead: Leader of the Council</p> <p>Officer Lead: Assistant Director for Strategy and Communications</p>	<p>Planned: Panel members for the Citizens’ Panel selected through recruitment process, to ensure an accurate reflection of Haringey’s demographics.</p> <p>Launch Citizens’ Panel April 2020, which will enable better engagement with residents and allow us gauge opinions on a variety of issues more frequently.</p> <p>Development of the Resident Engagement Pledge through work on a “Community Framework” that sets out how we will strengthen relationships between residents and public services, which will contribute to the development of the Citizens’ Panel.</p>	<p>Implement “mobile responses” function on Citizens’ Panel platform by June 2020. This will enable residents to give a score to the service they receive following all telephone calls.</p> <p>Develop and implement delivery plan of surveys and events for panel members. These will be aligned to priorities and milestones outlined in the Delivery Plans for 2020/21.</p>	<p>Initial subjects to engage panel members include housing, climate change.</p>	<p>Contract for digital platform runs to 2024.</p> <p>Explore other engagement approaches/techniques to compliment the panel.</p>
<p>17.2 Develop Business / VCS Pledge to underpin commitment to business community and voluntary/ community sector</p> <p>Cabinet Lead: Cabinet Member for Communities and Equalities</p> <p>Officer Lead: Assistant Director for Regeneration and Economic Development / AD for Commissioning</p>	<p>Business Pledge to be signed alongside launch of consultation on Economic Development Strategy in March.</p> <p>Development of commitments within the VCS pledge to be covered in the Community Framework which will explore how the Council, VCS and public sector partners protect and support the further development of strong and cohesive communities in Haringey.</p>	<p>Review and implement actions against commitments within the signed pledges.</p>		<p>Review of progress against commitments in Business / VCS Pledges.</p> <p>Implement recommendations from engagement with businesses.</p>
<p>17.3 Use residents’ survey findings to inform future decisions</p>	<p>Produced an action plan for the Data Strategy to help the organisation bring together performance and survey results to inform</p>	<p>Deliver and present findings from 2020/21 resident surveys.</p>	<p>Continue to review approach and methodology for resident surveys</p>	<p>Review and use data from resident surveys to help shape changes and policies.</p>

<p>Cabinet Lead: Leader of the Council</p> <p>Officer Lead: Assistant Director for Strategy and Communications</p>	<p>decision-making and policy on a more systematic basis.</p>			
<p>17.4 Use Fairness Commission to engage range of residents, stakeholders, partners and experts, to understand how the council can tackle issues of inequality and fairness</p> <p>Cabinet Lead: Cabinet Member for Corporate and Civic Services</p> <p>Officer Lead: Assistant Director for Strategy and Communications</p>	<p>Fairness Commission engagement events and Commission meetings have run throughout the year, gathering and analysing evidence, and testing possible recommendations. Lead Member is co-chair of the Commission.</p> <p>Planned Finalisation of Fairness Commission report and recommendations, and launch event, February / March 2020.</p>	<p>Mechanisms for formal Council response to recommendations to be determined.</p> <p>Review of progress to take place one year on.</p>	<p>Decisions on implementation of some recommendations may be dependent on financial commitment involved. Precise details of activities dependent on final recommendations</p>	<p>Annual review of medium to long term impact. Plans for future years dependent on final recommendations</p>

Objective b) We demonstrate clear understanding of the needs, aspirations, opportunities and strengths of Haringey's communities, and use this to inform our decisions				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>17.5 Work to reform our data collection, storage and analysis so that it is robust in informing our decision-making</p> <p>Cabinet Lead: Cabinet Member for Corporate and Civic Services</p> <p>Officer Lead: Assistant Director for Strategy and Communications</p>	<p>Data Strategy and action plan developed. Cross-council working group in place leading on implementation.</p>	<p>Implement priority areas in data strategy action plan:</p> <p>Testing Power Bi software, which enables better presentation and easier access to data, with view to using across the organisation.</p> <p>Survey on attitudes to data across the Council to inform work on creating a "datavore" culture.</p>	<p>Big potential to use data to drive transformation-type activity.</p>	<p>Years 3 and 4 milestones are dependent on outcome of surveys and testing in year 2.</p>
<p>17.6 Actively use the residents' survey findings to inform the development of policies and projects</p> <p>Cabinet Lead: Cabinet</p>	<p>Implementing learning from complaints to help reduce complaints and improve services.</p>	<p>Deliver residents survey January 2021 and proactively use data to inform the development of policies and projects for future years.</p>	<p>We will combine findings from the residents' survey and other approaches, such as the citizens panel, to gain a comprehensive view with which to inform future policies and projects.</p>	

Member for Corporate and Civic Services Officer Lead: Assistant Director for Strategy and Communications				
17.7 Pilot different approaches to utilise our data for public use Cabinet Lead: Cabinet Member for Corporate and Civic Services Officer Lead: Assistant Director for Strategy and Communications	Delivered Pension Credit Pilot, 93 residents were directly informed by the Council about their eligibility for Pension Credit and potential savings. Planned: Implementation of the EU Settlement Scheme. EUSS check completed by Mar 2020.	Implementation of further pilot projects, at least two for 2020/21. To support residents with money management e.g. EU Citizens and Universal Credit.		Future milestones dependent on outcomes from the pilots.

Objective c) We make available to our residents and businesses the information and connections they need to make their own decisions and to thrive individually and collectively

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
17.8 Ensure that services are developed with the people who use them making widespread use of user-centred design approaches, such as 'Connected Communities (Community First)' Cabinet Lead: Leader of the Council Officer Lead: Assistant Director for Commissioning and Assistant Director for Corporate and Customer Services	Developed and implemented the award nominated Connected Communities programme. The Connected Communities Programme was shortlisted for a European Award. Successfully recruited the Connective Communities team to lead on developing and implementing the action plan. Launched connective communities programme within GP Surgeries across Haringey. Delivered engagement session with partners to help design innovative ways to collaboratively work together to better serve our communities. Successfully secured a grant from the Ministry of Housing, Communities and Local Government to provide up to three months' accommodation for rough sleepers for the period from October 2019 to April 2020. Offering additional services including specialist GP clinics and a bespoke fund to help women. The restrictions preventing councils from offering most forms of support to EEA nationals	Develop and implement an engagement approach for the council, which shares our vision for the council to enable collaboration with staff, residents and partners. While building trusting relationships with the communities we serve. Design and implement innovation initiatives to support employment for vulnerable residents, address mental health inequalities and strengthen collaboration with partners within the Borough.	Relevant projects likely to require business case-based transformation and invest-to-save investment	Future years' milestones to be developed as lessons emerge from projects.

were lifted over the winter period. Where 60-75% of people sleeping rough in Haringey are non-British EU nationals.

Outcome 18: Residents get the right information and advice first time and find it easy to interact digitally

Objective a) Self service will be customer's first choice, because we will make it easy to use

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>18.1 Build on MyAccount to enhance the digital service offer and harness social media channels to be more responsive to customer service and communication demands.</p> <p>Cabinet Lead: Cabinet Member for Neighbourhoods</p> <p>Officer Lead: Assistant Director for Corporate and Customer Services</p>	<p>Council Tax automated payments enabled.</p> <p>Landlord portal implemented and in operation as part of Phase 1 of the business self-service portal.</p> <p>Planned: Implementation of the new digital customer platform (stage 1) from Feb 2020.</p> <p>New complaints logging system due to go live in Jan/Feb 2020.</p>	<p>Commercial Business portal implemented via the new customer service portal.</p> <p>All customer service functions synchronised with the digital platform by March 2021</p> <p>Implementation of online Parking system to go live in July 2020, slight delay from Year 1.</p>		<p>Increase number of services available through new digital platform.</p> <p>Investigate potential to access partner services through the platform.</p>
<p>18.2 Implement a data programme that enables us to reduce avoidable contact and adapt quickly to customer need.</p> <p>Cabinet Lead: Cabinet Member for Neighbourhoods</p> <p>Officer Lead: Assistant Director for Corporate and Customer Services</p>	<p>Developed the Data Programme to reduce avoidable contact.</p>	<p>Implementation of both the Digital and Data Strategy. Identified areas include booking of parks facilities.</p> <p>Embedding the learnings and changes to processes from the Customer First programme within other services.</p>	<p>Dependent on development opportunities presented in other services. MTFS savings.</p>	
<p>18.3 Automate services wherever appropriate to enable customers to complete tasks easily/quickly as possible.</p>	<p>Completed scoping of Phase 2 of FOBO programme to identify areas across the council where customers would benefit from a more streamlined process.</p>	<p>Implementation of the new parking system, operating a paperless system by July 2020.</p> <p>Implementation of new Housing system, with Homes of Haringey linked to the digital platform, by Dec 2020.</p>		<p>Roll out automation approach to broader range of council services, in order to improve ease of use for customers.</p>

<p>Cabinet Lead: Cabinet Member for Neighbourhoods</p> <p>Officer Lead: Assistant Director for Corporate and Customer Services</p>	<p>Planned Implementation of the Revenue and Benefits online transactions to go live by Feb 2020.</p>	<p>Develop online options in new portal for remaining services into Customer Services.</p> <p>Create internal centre of excellence for automation, to support all Council services. Pilot activity to begin in early 2020</p>		
<p>18.4 Provide clear information on the services we/our partner organisations provide, how and where to access them.</p> <p>Cabinet Lead: Cabinet Member for Neighbourhoods</p> <p>Officer Lead: Assistant Director for Corporate and Customer Services</p>	<p>Commenced the detailed review of the council's website. Which will run from Nov 2019 until March 2020. Findings used to help shape future development of the website to better serve our residents and partners.</p>	<p>Develop a coordinated approach to refresh the information on the website as per the recommendations from the review by March 2021</p>	<p>Full council approach, each service responsible for their area and providing resources to change content.</p>	

Objective b) Those customers that need a more personalised service will receive it				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>18.5 Improve our support for people who struggle to navigate our services, using a 'Community First' approach – Connected Communities Programme</p> <p>Cabinet Lead: Cabinet Member for Neighbourhoods</p> <p>Officer Lead: Assistant Director for Commissioning and Assistant Director for Corporate and Customer Services</p>	<p>Recruitment of Connected Communities team and development of business case.</p> <p>Working towards refreshing corporate customer standards.</p>	<p>Review customer journey through customer services face to face centres.</p> <p>Further develop digital assistance offer in Customer Service Centres.</p> <p>Implement an appointment system in customer services for complex need enquiries.</p> <p>Provide early intervention and resolutions to help residents become more self-sufficient and resilient. To help reduce the risk of debt and housing issues as well as improve self-help options for accessing improved health and wellbeing outcomes.</p>		<p>Continue to develop approach to accessing services in response to lessons from programmes.</p>
<p>18.6 Continue to invest in our customer service</p>	<p>Refurbishment of Hornsey Library started, works due to be completed in April 2020.</p>	<p>Align with Libraries strategy within the Place Priority Delivery Plan. Ensuring high level of</p>		

<p>centres to deliver effective services to customers</p> <p>Cabinet Lead: Cabinet Member for Neighbourhoods and Cabinet Member for Corporate and Civic Services</p> <p>Officer Lead: Assistant Director for Corporate and Customer Services</p>		<p>customer service through all our libraries and customer service centres.</p>		
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Objective c) A customer of any council service will receive a consistently good, fair, timely and professional experience

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>18.7 Reinforce clear, consistent customer experience standards across the organisation that enable us to provide a high standard service, regardless of the enquiry</p> <p>Cabinet Lead: Cabinet Member for Neighbourhoods</p> <p>Officer Lead: Assistant Director for Corporate and Customer Services</p>	<p>Delivered ICS survey, to establish baseline data.</p> <p>Implemented a queue call back service.</p> <p>Changes to forms and letters were implemented to ensure consistent customer experience.</p>	<p>Build on outcomes/learning from the Institute for Customer Service survey, Fairness Commission and customer feedback to improve service provision</p> <p>Refresh and implement corporate customer standards to enable a consistent customer experience</p>		<p>This will be an ongoing programme of learning and improvement.</p>
<p>18.8 Develop a set of Key Performance Indicators and these will be monitored and reviewed at Cabinet level</p> <p>Cabinet Lead: Leader of the Council</p> <p>Officer Lead: Assistant Director for Corporate and Customer Services</p>	<p>KPIs in place (Net Easy score) and monitored quarterly.</p> <p>Net Easy response enabled on telephone calls to the council.</p>	<p>Implementation of new telephone system which will enable residents to score the level of service received. Contributing to the Net Easy Score KPI.</p>		<p>Implement any changes required from lessons learned.</p>

Outcome 19: We will be an able, positive workforce with the skills needed to deliver for Haringey

Objective a) Staff will understand how their work contributes to outcomes for residents and that their work matters

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>19.1 Ensure new and current staff feel welcome and supported by their new teams and the wider organisation</p> <p>Cabinet Lead: Cabinet Member for Corporate and Civic Services</p> <p>Officer Lead: Chief People Officer</p>	<p>New external welcome page for new employees completed.</p> <p>Completed revision of the induction checklist, to accompany the fortnightly corporate induction programme for all new employees, which provides the platform to ensure all new staff receive the same message.</p> <p>Planned Revised Corporate Induction webpage will go live in Jan 2020</p> <p>Agreed scope of work for developing new manager guidance. Guidance to be published by March 2020.</p> <p>Developing new staff handbook, that will be launch by March 2020.</p>	<p>Implement new approach to recruitment, induction, and development of staff, maximising use of modern recruitment tools and techniques (by April 2021)</p> <p>Redesign the support structure for new employees (by April 2021)</p> <p>Review and refresh approach to staff induction (by September 2020)</p>	<p>Transition to new delivery models will require transformation investment.</p>	<p>Year 3 milestones will focus on embedding the new HR design, structure and ways of working.</p>
<p>19.2 Ensure all staff understand how their role supports the delivery of the Borough Plan</p> <p>Cabinet Lead: Cabinet Member for Corporate and Civic Services</p> <p>Officer Lead: Chief People Officer</p>	<p>Delivered several local away days.</p> <p>Delivered Corporate Board pop up events, for each priority.</p> <p>Fully embedded My Conversation, through a programme of practical support and tools so now staff members regularly have meaning conversations with their managers.</p>	<p>Refresh 'Haringey Essentials', which clarify what skills and knowledge staff need to perform well in their role and how to develop them.</p> <p>Develop a 'new manager induction' for all newly appointed team managers, which makes clear what the essential Haringey Manager skill sets are.</p>		<p>Years 3 and 4 will see ongoing refresh of relevant activities.</p>
<p>19.3 Ensure all staff feel supported to communicate effectively with residents and local businesses</p>	<p>Planned Developing Corporate Social Responsibility Policy and Programme, key objectives outlined by March 2020.</p>	<p>Support delivery programmes across the council to ensure effective models of engagement are used as a default (ongoing).</p> <p>Review and refresh access to the knowledge and skills needed to communicate effectively with residents and local businesses through</p>		<p>Years 3 and 4 will see ongoing refresh of relevant activities.</p>

Cabinet Lead: Leader of the Council		training, workshop and shadowing opportunities (by March 2021)		
Officer Lead: Chief People Officer				

Objective b) We will be a diverse workforce at all levels of the organisation, where there are opportunities for staff to grow and develop their careers, and where difference is valued because it contributes to better outcomes for residents

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>19.4 Endorse a healthy work life balance where staff feel supported and wellbeing is improved across all services</p> <p>Cabinet Lead: Cabinet Member for Corporate and Civic Services</p> <p>Officer Lead: Chief People Officer</p>	<p>Staff Wellbeing Fair hold in February 2019.</p> <p>Learning at work week hold in May 2019.</p> <p>Continuing to promote our staff benefits package and improve offer based on staff feedback.</p> <p>Achieved excellence in London Healthy Workplace Charter Accreditation.</p> <p>Become a member of the Timewise Foundation which champions flexible working resilience training offer for managers and staff.</p>	<p>Refresh of the Wellbeing intranet pages in line with new Staff Health and Wellbeing Strategy – consolidate our Wellbeing offer for staff by September 2020.</p> <p>Develop and run a stress awareness and wellbeing campaign by November 2020.</p> <p>Launch the Corporate Health and Wellbeing Strategy by July 2020. Then implement the action plan which propose a few trail initiatives such as the introduction of mental health first aiders for staff by September 2020.</p> <p>Promote our staff benefits package and adopt suggestions by staff to improve offers by Oct 2020</p>	<p>Budget confirmation required for implementation of initiatives.</p>	<p>Review and revise our Sickness Absence Policy and support package.</p>
<p>19.5 Develop a culture where staff feel supported to respond and adapt positively to change</p> <p>Cabinet Lead: Cabinet Member for Corporate and Civic Services</p> <p>Officer Lead: Chief People Officer</p>	<p>Providing ongoing support to existing staff networks to encourage employees to have a voice that is listened to.</p> <p>Ongoing promotion of online platforms like FUSE and Yammer to learn, debate, discuss and support.</p> <p>Planned Deliver the Your Council Priority Campaign which will include informative video and engagement sessions with managers and peers to increase awareness of the future vision of the council and achievement already made (during Feb – March 2020).</p>	<p>Create a culture where we adapt and respond positively to change, by fostering a continuous improvement environment.</p> <p>Deliver the staff survey by September 2020.</p> <p>Promote and encourage use of range of tools and approaches to delivery of innovative programmes across the Council, as a method to empower staff to continuously improve services.</p>	<p>This is a programme of continuous learning and adaptation of ways of working</p>	

<p>19.6 Improve processes and procedures that will result in more effective and efficient working</p> <p>Cabinet Lead: Cabinet Member for Corporate and Civic Services</p> <p>Officer Lead: Chief People Officer</p>	<p>Workforce Development Strategy published, implementing launch of strategy.</p>	<p>Design and implement new HR workflow process.</p> <p>Develop job families in council services.</p> <p>Complete restructure of the HR service.</p> <p>Develop and implement specific workforce plans for each council priority (by April 2021)</p>		<p>Continue to refine Priority workforce plans based on monitoring of impact of 2020/21 implementation</p>
<p>19.7 Design smarter working environments to endorse modern and agile working</p> <p>Cabinet Lead: Cabinet Member for Corporate and Civic Services</p> <p>Officer Lead: Chief Digital Officer</p>	<p>Successfully updated our mobile technology for everyone through a laptop/desktop renewal programme. This included the deployment of Office365 for all staff, which provides tools to enable working anytime and anywhere.</p> <p>Implementation of Team software to replace Skype Jan 2020.</p> <p>Development of initial draft of the Digital Strategy, collection of successful stories March 2020.</p> <p>Provided training the use Lean (perform) and Agile methodologies within services.</p>	<p>Provide support, through champions to increase the use of software such as Microsoft Teams to embed a culture of collaboration.</p> <p>Expand the print less pilot across the organisation.</p> <p>Complete model office prototyping.</p> <p>Produce and implement the Digital Strategy, to reflect a more collaborative workforce.</p> <p>Identify and raise the profile of New Ways of Working ambassadors across the organisation</p> <p>Implement Agile methodologies across the organisation, through training and shadowing opportunities.</p>	<p>Expansion of pilots will be dependent on in-year and future budget decisions</p>	

Objective c) We will be a healthy and resilient workforce, where we respect and reward high performance and productivity, and staff who promote our values				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>19.8 Improve the way we recruit / retain talent through promoting opportunities to disadvantaged groups and a stronger focus on ability over experience</p> <p>Cabinet Lead: Cabinet Member for Corporate and Civic Services</p> <p>Officer Lead: Chief</p>	<p>Following a successful growth bid, produced a joint apprenticeship strategy with the Economic Regeneration Team</p> <p>Ban the box endorsement – job application form no longer asks applicants about previous offences.</p> <p>Reviewed end to end process and improved recruitment partnership</p>	<p>Implement apprenticeship offer</p> <p>Investigate, design and launch local graduate programme (by April 2021)</p> <p>Trial pathways that encourage local people back into the workplace (ongoing)</p> <p>Increase the proportion of work experience opportunities forming the council’s pathway to employment.</p> <p>Collaborate with partners to develop</p>	<p>Budget confirmation will be required for implementation of some initiatives.</p>	<p>New programmes will embed in year 3</p>

People Officer		innovative programmes to support employment for residents (e.g. care leavers)		
		Implement the Apprenticeship Strategy in collaboration with partners. Increasing the number of apprentices recruited within the Council.		
19.9 Continue to support and endorse our staff network groups	Equalities and Diversity volunteer forum set up and running			This is ongoing development activity
Cabinet Lead: Cabinet Member for Corporate and Civic Services	Stonewall workplace equality index and survey (completed)	Continue to make progress towards identified priorities including agreeing an Equalities Vision for Haringey, improving practice in equalities data collection, and improving HR policy and practice.		
Officer Lead: Chief People Officer	Protected time within the working day agreed for staff networks. With a Corporate Board Sponsor allocated to each network.	Help support Networks to develop individual action plans and increase membership.		
19.10 Improve the collection and monitoring of staff equality data to inform our equality action plan				
Cabinet Lead: Cabinet Member for Corporate and Civic Services	Campaign seeking all staff to update personal information, including equalities data – April 2020	Complete Equalities Framework for Local Government Audit.		
Officer Lead: Chief People Officer				

Objective d) We will ensure that Haringey Council is an inclusive workplace				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
19.11 Proactively address discrimination and unconscious bias in the recruitment process and workplace	Delivered unconscious bias training for staff and managers.			Years 3 and 4 milestones dependent on outcomes of year 2 implementation and monitoring.
	Implemented Dignity at Work Policy and training for Managers.	Introduce mandatory recruitment and interviewer training.		
Cabinet Lead: Cabinet Member for Corporate and Civic Services	Delivered understanding mental health at work training for managers.	Review and develop policies to ensure they are inclusive of protected characteristics.	We will continuously monitor the impact of these activities	
Officer Lead: Chief People Officer	Completed pilot for the Active Bystander Training.			

<p>19.12 Develop career pathways for staff</p> <p>Cabinet Lead: Cabinet Member for Corporate and Civic Services</p> <p>Officer Lead: Chief People Officer</p>	<p>Completed the pilot of job families for Shared Digital.</p> <p>Due to commence job families pilot for HR teams.</p> <p>Executive mentioning programme in place.</p>	<p>Optimise My Conversation map to support talent and succession planning (ongoing).</p> <p>Review approach to job descriptions and job families to enable staff to move easily into new and suitable roles within the council (ongoing)</p>		
<p>19.13 Develop high standards of professionalism with leaders, managers and human approach to customer service</p> <p>Cabinet Lead: Cabinet Member for Corporate and Civic Services</p> <p>Officer Lead: Chief People Officer</p>	<p>Range of Leadership and management interventions to support and develop existing and aspiring managers. (completed – 4 different initiatives offered to date; aspiring managers qualification, Leading Together, springboard and first-time supervisors)</p>	<p>Create a Leaders alumni by Feb 2021.</p> <p>Hold a Manager’s Conference by March 2021.</p> <p>Design and deliver successor programme to Leading Together, focusing on tier 3 leaders (by April 2021)</p>		<p>Years 3 and 4 development activities will respond to lessons learned from Year 2.</p>
<p>19.14 Encourage everyone to build learning and development into everyday work</p> <p>Cabinet Lead: Cabinet Member for Corporate and Civic Services</p> <p>Officer Lead: Chief People Officer</p>	<p>Published the five days of development protocol.</p>	<p>Develop and maintain high standards of professionalism with inspiring leaders, accountable managers.</p> <p>Develop a culture of continuous learning by ensuring all staff are adopting the five days of development policy.</p>		

Outcome 20: We will be a council that uses its resources in a sustainable way to prioritise the needs of the most vulnerable residents

Objective a) We will deliver value for money by acting creatively and innovatively to design and deliver services that are good value for residents and taxpayers

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	

<p>20.1 Ensure we utilise appropriate techniques to design and deliver council services and operations</p> <p>Cabinet Lead: Leader of the Council</p> <p>Officer Lead: Assistant Director for Finance</p>	<p>Reviewed and changed working practices to sufficiently reduce the use of paper.</p> <p>Relocated the Business Intelligence and Performance Management team to the Corporate Centre to more effectively align priorities and responsibilities.</p>	<p>Reduce lost income from fraudulent activity through joining the London Fraud Hub.</p> <p>Implement phase 1 of extending learning from previous programmes, 'putting the customer first' across other areas within the Council. Review of Environment and Neighbourhoods as priority (July 2020)</p> <p>Implement new corporate centre design. (Agree model April 2020)</p>		<p>Implement phase 2 of extending learning from FOBO, 'putting the customer first' across other areas within the council.</p>
<p>20.2 Work towards bringing council services in house where it is prudent to do so</p> <p>Cabinet Lead: Leader of the Council</p> <p>Officer Lead: Director of Environment and Neighbourhoods</p>	<p>Insourcing Policy agreed by Cabinet October 2019</p> <p>Insourcing action plan to be considered by Cabinet in March.</p>	<p>Approve insourcing action plan, by June 2020, and develop an Insource Tool Kit to support future insource initiatives.</p> <p>Update Commissioning Framework.</p> <p>Insourced FM services go live by July 2020</p>	<p>Potential budget implications related to creating a team or resourcing services coming back in house.</p>	<p>Can be linked to insource forward plan once developed</p>

Objective b) We will actively seek opportunities to be a more commercial and entrepreneurial council				
Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>20.3 Ensure that all staff involved in commercial activity have appropriate training and development opportunities</p> <p>Cabinet Lead: Cabinet Member for Corporate and Civic Services</p> <p>Officer Lead: Director of Environment and Neighbourhoods</p>	<p>Strategic procurement is in the process of providing direct advice for high value contracts, this has included recent procurements such as home care block bookings (c£50m), Highways contract (c£50m+), SEND transport etc</p>	<p>Implementation of Workforce Development Strategy Actions, that support the ongoing training and support of staff.</p> <p>Promotion of the use of Fuse by staff to access relevant training on Fuse.</p>	<p>Focus will be on commercial advice around linking performance and outcomes to contracts and any potential associated payments.</p>	<p>Introduce continuous improvement programme to ensure commercial acumen is embedded in the organisation.</p>
<p>20.4 Take a more strategic approach to income</p>	<p>Strategic Procurement has launched a suite of London Construction Programme (LCP) contract</p>	<p>Launch a Strategic Procurement traded services for DPS.</p>	<p>Priority boards should own the forward plan with support from Strategic Procurement and</p>	

<p>generation, developing a commercial strategy that helps the council raise money through selling services or goods to residents, businesses or other public sector bodies</p> <p>Cabinet Lead: Cabinet Member for Neighbourhoods</p> <p>Officer Lead: Director of Environment and Neighbourhoods</p>	<p>vehicles that is anticipated to generate income in excess of £1m p.a. from 2020/21.</p> <p>Strategic procurement has worked with service areas to increase revenue from advertising (c£120k) and introduce income generated through recovery of damages to street furniture through vehicle accidents (c£120k)</p>	<p>Generate a forward plan of opportunities with priority boards (ongoing).</p> <p>Decision on future council accommodation (June 2020).</p>	<p>other support services as required.</p>	
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Objective c) We will maintain strong controls over delivery of our critical projects through our Medium-Term Financial Strategy

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>20.5 Maintain a strong approach to monitoring our projects and contracts to ensure that they deliver the intended social and financial value for residents and taxpayers</p> <p>Cabinet Lead: Cabinet Member for Finance and Strategic Regeneration</p> <p>Officer Lead: Assistant Director for Finance</p>	<p>Revision of Transformation Funding Board due to be completed by Mar 2020.</p> <p>Strategic Procurement has introduced a performance monitoring solution for commissioned services via the LCP. Contract management tool kit developed and piloting in Environment and Neighbourhoods</p>	<p>Introduce integrated contract and performance management solution for all Council contracts. Roll out contract management tool kit across the Council</p>	<p>Solution is linked to new procurement technology being introduced in 2020.</p>	<p>Introduce targets for effective contract management related to improved performance, reduced over expenditure and project delays.</p>

Objective d) We will use our resources and policies to redistribute the financial burden on our residents

Delivery priorities	Progress made in Year 1	Year 2 Delivery		Plans for Years 3 and 4
		High-level Milestones	Comments/budget considerations	
<p>20.6 Review current council tax arrangements, including CTRS and redistributing fees /charges to make them fairer.</p>	<p>Reviews of fees and charges completed. Extension of the Council Tax Premium on long-term empty properties (5yrs+) to commence in 2020.</p>	<p>Further extension of the Council Tax Premium on long-term empty properties (10yrs+) in 2021.</p> <p>Annual review of CTRS policy.</p>		

<p>Cabinet Lead: Cabinet Member for Finance and Strategic Regeneration</p> <p>Officer Lead: Assistant Director for Finance</p>				
<p>20.7 Identify and respond to residents who are in financial trouble, including through the development of an approach to managing debt</p> <p>Cabinet Lead: Cabinet Member for Finance and Strategic Regeneration</p> <p>Officer Lead: Assistant Director for Finance</p>	<p>Planned Complete debt review and develop key recommendations.</p>	<p>Through developments such as the Connected Communities programme, provide early intervention and resolutions to help residents become more self-sufficient and resilient. To help reduce the risk of debt and housing issues as well as improve self-help options for accessing improved health and wellbeing outcomes.</p> <p>Develop and implement the Debt Policy.</p>		