Haringey Council Productivity Plan

Introduction

In common with all London boroughs, Haringey has had to become more productive and more efficient over the past 14 years which has seen significant, real-terms and sustained reductions to funding. It is estimated by London Councils that since 2010-11, Haringey's Core Spending Power[1] has reduced by approx. £100m (26%) in real terms from £387m to £288m per year between 2010/11 and 2024/25.

Over the same period, Haringey's population has grown by 4%. This includes a 24% increase in those aged 65 and over – with significant associated increases in demand for services.

London boroughs including Haringey, have also taken on new duties and responsibilities without sufficient or sustained funding. London Councils estimate new duties and responsibilities, and other new or underfunded burdens have added over £1bn of additional funding pressures to London boroughs.

In order to live within this significantly reduced financial envelope Haringey has had to reduce its costs and with on average 33% of the budget spent on staffing, this has meant reducing employee numbers significantly. Haringey now has around 30% less staff than in 2010.

Continually delivering more with less over a period of more than a decade demonstrates the considerable productivity gains achieved by Haringey Council. In this same period the council has:

- Achieved its first ever GOOD Ofsted rating for Children's Services
- Been awarded the highest Ofsted rating for services for children with Special Educational Needs at the same time as being part of the Safety Valve programme – which will make £50m of savings from our DSG by 2027/28.
- Maintained 3 Ofsted outstanding nursery schools
- Delivered an ambitious council house building programme with more than 300 homes completed and more than 2,000 underway
- Brought more than £4m into our local economy and household budgets via income maximisation and the Haringey Support Fund in 2023/24
- Significantly increased the number of 2-year-olds benefiting from free early education Sustained and invested in 9 local libraries
- Been awarded London Borough of Culture for 2027

However, we are continuing to redouble our efforts to get the basics right and achieve maximum value for money and we use a range of tools, including

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[1] Calculated on like-for-like basis with how HMG has defined CSP from 2015-16 onwards.

benchmarking and regular peer challenges to look at how we compare and what we can learn from others. The recommendations from internal audits and peer reviews are used to drive improvement. We also actively engage in sharing best practice through national, regional and local networks.

Our Corporate Delivery Plan for 2024-26 sets out our planned activities for the next two years including metrics against which we will monitor our progress.

1. How have you transformed the way you design and deliver services to make better use of resources?

Building a culture of improvement and accountability

Over the last three years we have been working to embed a culture that is relentlessly curious and open to being challenged, where it can help us improve. We have made extensive use of the LGA peer challenge offer – having completed corporate, children's social care and planning peer challenges in this period. Independent reviews of our landlord and property functions have also informed our improvement journey. We are making significant use of benchmarking data in our service planning and budget processes.

We have also enhanced and embedded both senior officer and elected Member scrutiny of our performance. We undertake regular performance monitoring sessions with our directors and the Leader and Cabinet. Twice a year we report formally on performance at public meetings of the Cabinet and Overview and Scrutiny Committee. We have a Housing Improvement Board, chaired by the Chief Executive, overseeing the improvement of our landlord services.

Supporting the delivery of change

Haringey Council is transforming its service design and delivery approach to make better use of resources through strategic initiatives and good design practices. A pivotal recent change is the "Developing a Future Approach to Change" proposal that was approved by the Council Leadership Team (CLT) in December 2023.

The council has introduced three dedicated change functions—Corporate, People, and Place—each led by a Head of Change. These functions are designed to be agile, with a core team of permanent officers and the flexibility to scale according to demand. This new structure extends beyond traditional project management to include change implementation, service redesign, and benefits realisation.

Good design practices are central to this transformation, ensuring the delivery of high-quality services. By standardising project management, assurance, and reporting across all areas, the council has established a consistent governance

framework to enhance decision-making and ensure the successful delivery of change initiatives.

The funding proposal for this new change function consolidates disparate funding sources, including Flexible Use of Capital Receipts and Transformation Reserves as well as core revenue funding, creating a transparent financial structure that aligns with the council's change priorities. This financial clarity is anticipated to provide better value for money and more effective financial management.

Haringey Council's approach to change management is inclusive, offering career opportunities for apprentices (including care leavers) and fostering a culture of continuous learning and improvement. This aligns with the council's broader goals of inclusion and community engagement.

Haringey Council's transformation of service design and delivery is characterised by a structured, standardised, and strategic approach that prioritises good design practices and efficient resource utilisation. This approach is expected to lead to improved service outcomes, enhanced financial management, and a more agile and responsive council, well-equipped to meet future challenges.

2. How you plan to take advantage of technology and make better use of data to improve decision making, service design and use of resources.

Haringey Council is committed to harnessing the power of digital transformation to revolutionise service delivery and decision-making processes. The council's strategy integrates technology and data analytics to drive efficiency and innovation. A £2.8m savings target has been allocated to service areas over two years. Enhancements in digital customer service offerings, such as new functionalities and self-serve capabilities, are unlocking savings and improved service delivery. Over the last year we have consolidated more than 140 manual processes into c60 streamlined, digital customer journeys.

The introduction of digital tools like DocuSign, Robotic Process Automation (RPA), SharePoint, and M365 has streamlined processes and alleviated administrative burdens across departments.

A new digital policy has been developed to establish clear standards, governance, and support for Haringey's digital services, ensuring high standards, consistency, and value for money. This policy covers areas including digital standards, governance, security, user experience, and low carbon aspirations, and is accessible to all council staff involved in digital solutions. The council's Chief Digital and Innovation Officer (CDIO) has a service plan that outlines a vision for workforce development, digital policy implementation, enterprise architecture strategy, and a digital customer service approach. It emphasises understanding customer needs and measuring performance to drive successful outcomes, focusing on self-service acceleration, process

redesign, and delivering digital transformation savings.

The council's Data Strategy 2023 - 2026 sets the roadmap for transforming service delivery and decision-making through effective data use. This strategy aims to advance data maturity, moving to a centralised and high-quality data ecosystem, empowering officers to make informed, evidence-based decisions and streamline processes through automation.

The strategy includes developing a corporate data team, consisting of an Engineering & Architecture Team and an Insight & Analytics Team, to drive the strategy and manage data projects. A 'Data Community of Practice' will be established to bring together data professionals to identify best practices and form cross-council teams to tackle specific data challenges. The council will introduce a centralised data architecture and build out its data platform using tools like Azure and Power BI, augmented with additional development and integrations as needed. Data governance and standards will be established to ensure the ethical use of customer data. Promoting a culture change to embed data use in all areas, the council will shift towards a citizen-centric model of service design and delivery. Open data initiatives will increase transparency and engage the community by publishing useful data to the public.

Strategic use of data will enable Haringey Council to deliver better value for money by designing more effective and lower-cost services. Understanding community needs, automating and integrating services where possible, and ensuring data considerations in all procurements will facilitate proactive in-year demand modelling. This approach will redirect resources to those most in need and improve the resident and customer experience. In conclusion, Haringey Council's strategic use of technology and data is poised to significantly improve decision-making, service design, and resource utilisation, reflecting a forward-thinking approach that prioritises efficiency, innovation, and the delivery of high-quality services to the community.

3. Your plans to reduce wasteful spend within your organisation and systems.

We put value for money at the heart of what we do.

We have had a significant focus on reducing spend on agency staff over the last year with a particular focus on placements over 12 months and those with the highest costs. This has included the introduction of a board which considers all requests to make agency appointments and increased scrutiny of the numbers by elected Members. Our projected spend this year has decreased in real terms, despite pay inflation, as result of these interventions. There is further work to do but this represents some positive progress.

In addition, we are working hard to achieve maximum value for money via a comprehensive programme of 'getting the basics right' including:
- Improving key business systems
- Introducing a strategic asset management plan and corporate property

model
- Continued drive for improved services across our housing landlord function
- Improving our complaints handling and learning from complaints
- Preparing for an imminent CQC inspection of our adult social care services

4. The barriers preventing progress that the Government can help to reduce or remove

We would value the opportunity to work with government to explore further the issues and ideas raised below in order to develop solutions capable of delivering outcomes desirable at a local and national level.

- Multi-year settlements – the uncertainty driven by one-year settlements is a huge barrier to becoming more productive. Three or four-year settlements would go a long way to solving this. Reduce the number of funding pots and arduous, competitive bidding processes.
- Ensure funding reflects need – many councils are unable to put resources into driving further productivity gains because they are being overwhelmed by demand pressures due to structural underfunding and a system that no longer reflects local needs. The Government should review and update the funding formulae for all the major grants that councils receive from government.
- Make the increase in LHA rates from Autumn Statement 2023 a permanent measure and remove the cap on LHA payable for Temporary Accommodation in Housing Benefit subsidy (set at 90% of January 2011 LHA rates).
- Provide funding to help councils buy accommodation sold by private landlords.
- Deliver the adult social care funding reforms which are crucial to providing long-term financial certainty for the sector.
- Implement the Hewitt Review recommendation of directing 1% of ICB budgets towards prevention.
- Ensure the Social Care Grant reflects children's social care needs (rather than only adult
- social care relative needs).
- Urgently reform the children's social care market to reduce profiteering.
- Extend the DSG statutory override to provide financial certainty for councils.
- Simplify the regulatory framework, including developing a coordinating role for Oflog, so that councils are not managing multiple inspections over short time periods.
- Ensure individual government departments do not undermine local efforts

to manage markets and reduce costs by ill-considered interventions. For instance, the Home Office offering to pay rates for temporary accommodation that are higher than local authorities have collectively agreed to stick to - forcing the cost of temporary accommodation up further for everyone.

- Review the monopoly that a small number of software companies have over local government applications and platforms. We encourage government to explore how it can stimulate the local government software market in order to make it more diverse, bring down costs and reducing the amount of adaption that is needed, which causes great expense to the sector.