

North Tyneside Council

Report to Cabinet

Date: 17 October 2022

Title: We Listen, We Care - Customer Service Programme End of Phase Two Review

Portfolio(s): Deputy Mayor

Cabinet Member(s): Councillor Carl Johnson

Report from Service

Area: Corporate Strategy – Customer Service

Responsible Officer: Jacqueline Laughton

Tel: (0191) 643 5724

Wards affected: All

PART 1

1.1 Executive Summary:

The Authority's Customer Service Programme (the Programme) was agreed by Cabinet on 28 May 2019; it is at the heart of the Our North Tyneside Plan, building a better North Tyneside by listening to and working better for residents.

The End of Phase Two review, appended to this report, has been an opportunity to reflect; listen to what Authority customers are saying; celebrate what has been delivered by the Programme and the difference it is making, and refine the work for Phase Three - October 2022 to March 2024.

Everyone working for or on behalf of the Authority delivers customer service - that could be to residents, visitors, businesses or to each other. There are countless examples of great customer service delivered by the Authority every day, but like any organisation, there is always room to improve.

The Programme strives to deliver that continuous improvement, bringing to life two of the Authority's core values – we listen, and we care, by:

- getting things right first time, both in terms of better outcomes for customers and reducing the cost to the organisation, in time and resource spent 'fixing things' later
- listening to what customers, Elected Members and teams say needs to improve, and doing something about it, and
- celebrating the great customer service that is delivered by the Authority every day and sharing this across the organisation, for others to learn from.

Since Cabinet agreed the Programme in 2019, overall satisfaction with the Authority from its residents has increased; this is in contrast to the national picture which shows a decline of 7% nationally in 2021. Delivering this improvement for residents, against the backdrop of the Covid-19 Pandemic, is testament to the Authority's teams and partners and of course, the community spirit of North Tyneside's residents.

Phase Two of the Programme has seen over 80 officers, Elected Members and partners, collaborating on over 30 improvement projects, all designed to act on customer feedback and improve the experience of Authority services. Those involved have reignited the Programme following the pause from the Pandemic and the End of Phase Two review shows tangible improvements that Authority customers can experience and has built solid foundations for work in Phase Three of the Programme.

The pursuit of great customer service never stops.

- The proposed work in Phase Three of the Programme, will see improvements in how customers can quickly and easily report issues that matter to them and be kept up to date with progress. Customers will see improvements in the Authority's website, as well as being supported to be part of a digital society.
- The Authority will move further and faster on supporting and skilling its teams to deliver great customer service, to every customer, every time.
- The Authority's customer first centres will respond to the needs of the communities they serve, with a particular focus on health and wellbeing needs, exacerbated by the Covid-19 Pandemic.
- Digital innovation linked to the Authority's Digital Strategy, agreed by Cabinet on 20 January 2020, will support Authority teams to listen to customer feedback and improve how services are delivered.
- Elected Members will have access to more information, supporting them to respond to the needs of their local communities and support the Authority's approach to listening and caring.

1.2 Recommendation(s):

It is recommended that Cabinet:

- (1) Notes the progress made in Phase Two of the Customer Service Programme.
- (2) Agree the priorities for Phase Three of the Customer Service Programme, as set out in section 1.5.4 of this report.
- (3) Notes that an End of Phase Three report, for the Customer Service Programme, will be presented to Cabinet in the Spring of 2024.

1.3 Forward Plan:

Twenty-eight days' notice of this report has been given and it first appeared on the Forward Plan that was published on 7 June 2022.

1.4 Council Plan and Policy Framework

This report relates to the following in the 2020/24 Our North Tyneside Plan:

The Our North Tyneside Plan sets out bold ambitions for making North Tyneside an even greater place to live, work and visit by 2025. The plan outlines a vision of building a better North Tyneside, looking to the future, and listening to and working better for residents.

The Customer Service Programme contributes to the overall vision of the Our North Tyneside Plan; supporting the Authority to listen to its customers and deliver services based on that feedback.

The Programme aims to improve overall customer satisfaction, and the efficiency and cost of delivering services, contributing to the Our North Tyneside Plan themes of:

- a thriving North Tyneside
- a family friendly North Tyneside, and
- a caring North Tyneside.

1.5 Information:

1.5.1 Background

The Authority's Customer Service Programme (the Programme), agreed by Cabinet on 28 May 2019, is an organisation wide focus on how the Authority brings to life its organisation's values – we listen, and we care. Its alignment with Our North Tyneside Plan is clear, building a better North Tyneside, looking to the future, listening to, and working better for residents.

The Programme is built from customer feedback; be that of residents, Elected Members, teams and / or partners.

The Authority has listened to what its customers are saying about their experience of council services and has four main objectives it wants to achieve:

- improved customer service standards across all Authority services, (Customer Promise)
- improved clarity, quality and consistency of the small but vital impressions the Authority makes, in communication and branding (Brilliant Basics)
- improved services which are designed and delivered around the needs of customers, (Customer First) and
- an increased culture of continuous improvement (Better Never Stops).

Not only is improved customer experience and satisfaction the right thing to do for the people the Authority serves, but it is also a reflection of the Authority's ambition for the Borough, residents, and the organisation. The Authority clearly understands the cost of not getting this right, both in terms of poorer outcomes for customers and the cost to the organisation, in time and resource spent 'fixing things' later.

Phase One of the Programme was reviewed by Cabinet on 19 February 2021 and priorities for Phase Two were agreed, building in learning from the Authority's Covid-19 Recovery Programme. A workplan and governance arrangements for Phase Two started in September 2021.

1.5.2 End of Phase Two Review

This report is a review of Phase Two of the Authority's Customer Service Programme – September 2021 to August 2022. This planned review forms part of the governance arrangements for the Programme.

The purpose of the End of Phase review is to:

- reflect on what has been delivered in this Phase – celebrate achievements and assess learning for future Phases of the Programme
- assess if the Phase has delivered against the Programme's main objectives and ask if these remain the right objectives
- listen to customer feedback to assess if there are any changes needed for the Programme and subsequent Phases
- review Programme management arrangements and assess if these are suitable for the next Phase, and
- gain appropriate agreement and buy-in for the priorities for Phase Three of the Programme.

1.5.3 What has been Delivered in Phase Two of the Customer Service Programme

Using the Programme's four main objectives and priorities agreed by Cabinet on 22 February 2021, the following table, highlights the deliverables and achievements that have been realised in Phase Two of the Customer Service Programme.

Section six of the Appendix to this report, lists all the deliverables and achievements for each of the 4 main objectives of the Programme; below is a summary of some of these.

1. Programme Objective - improved customer service standards across all Authority services. (Customer Promise)

Phase Two Priorities for this Objective

- From April 2022 onwards, the Promise will be more widely publicised internally and externally. It will also be included into every team member's individual performance review from 2021 / 2022.
- The Elected Mayor's Spirit of North Tyneside initiative will be used to highlight and celebrate exceptional customer and community service all year round and will be the focus of the Authority's celebration of national customer service week, in October 2021.

What's been Achieved

- All 85 Authority buildings now display the customer promise commitment and all 3500 colleagues have received their personal Customer Promise cards.
- Customer Promise sessions have been delivered at every corporate induction day, introducing over 250 new colleagues to the Authority's customer standards.
- Annual Individual Performance Reviews (IPRs), detailing what the Customer Promise means to everyone's job role, have taken place for the second year, enabling colleagues to demonstrate how they deliver the Promise and what changes they need to make to meet it.
- A 3-tier approach to customer service training is being developed which will offer Fundamental skills, Essential skills and Influential skills to all colleagues.
- Colleagues from across the Authority have videoed their experiences of great customer service for use in the new 3-tier training – this has engaged a wider group of people about the Programme and 'brought to life' great customer service in action.
- A digital skills delivery plan has been implemented, helping colleagues to develop and improve their digital skills to better support their customers.
- As part of the 2021 National Customer Service Week celebrations, 19 tier 2 and 3 managers from across the Authority visited teams and services to understand how they deliver the Customer Promise and learn about the different services delivered.
- 57% of residents were satisfied with their overall experience of contacting the Authority; 68% felt listened to, 63% felt the Authority did what they said they would and 61% felt their issue was resolved.
- 68% of colleagues feel valued within their role and supported to deliver great customer service to residents; a significant increase from 57%, the previous staff survey.

2. Programme Objective - improved clarity, quality and consistency of the small but vital impressions the Authority makes, in communication and branding. (Brilliant Basics)

Phase Two Priorities for this Objective

- Consistent branding of all activities including on the Authority's buildings, vehicles, corporate workwear, communication products or channels and regeneration projects.
- The recently established correspondence unit, will be used to assess different approaches to dealing with all of the Authority's correspondence, complaints and customer feedback, including those from Elected Members.
- Digital and personal skill solutions for Authority teams will be developed and delivered, ensuring all staff are connected and have the information they need to do deliver the Promise, to every customer, every time.

What's been Achieved

- A range of communication and branding products have been developed to improve the clarity, quality and consistency of how the Authority communicates with customers and helps them understand the services they can access.
- Guidelines for branding and 'tone of voice' for letters and emails etc have been developed to ensure customers receive consistent and good quality information, they recognise and can trust.
- 34 Authority buildings have been assessed by AccessAble and improvements made, so they are welcoming and able to support the needs of all of customers.
- Improved the accessibility of the Authority's website, adding an accessibility statement and the first in a series of British Sign Language (BSL) videos.
- The Employee's as Residents (EAR) panel have reviewed letters that have been rewritten with a customer / resident focus.
- Colleagues told the Authority that they wanted to access work systems such as emails from their personal devices, giving them more flexibility and access to information and training – this is now in place and all colleagues can do this.
- 268 micro learning sessions have been completed, improving the everyday digital skills of colleagues to better support customers and meet the standards in the Customer Promise.
- The Elected Mayor's Spirit of North Tyneside scheme which celebrates great customer and community service, celebrated 71 residents and groups by shining a light on the voluntary work they do to make North Tyneside a great place to live, work and visit.
- The Borough played its part in 2 national events for the Queen's Jubilee celebrations - the Commonwealth Games Baton Relay passed through after arriving in Whitley Bay and the Beacon lighting and fireworks took place at Segedunum in Wallsend, attracting big crowds and praise for Authority teams who supported them.
- A new cashless payment system for families was introduced across 50 North Tyneside schools and has supported their access to healthy school meals and allowed Authority catering teams to focus on quality and customer service.
- A new organisational contact directory has been created supporting 3,500 Authority employees to find the contact details of a colleague quickly and customers to be able to get in touch with the right person, right time.

3. Programme Objective - improved services which are designed and delivered around the needs of customers. (Customer First)

Phase Two Priorities for this Objective

- Notable improvements in the offer of the Authority website, including the look and feel of the site, as well as access to improved information services for children and

families and vulnerable groups receiving social care support.

- A new community hub strategy will be developed, determining how best to further make use of these resources and to enhance the customer experience.
- Working with the community and voluntary sector, develop a digital inclusion strategy for the Borough.

What's been achieved

- Living Well North Tyneside launched in October 2021 offering residents access to local help, support, and activities of over 646 services and 122 activities and events locally.
- 188 children and families gave their views on the update and improvement of the SEND Local Offer website, which offers children and families access to good quality information and advice which improves the quality of the education, care and support. Page views have since increased by 63%.
- Additional investment in a new Customer First Office is delivering real improvement in how Elected Members can support residents and how the Authority responds to corporate complaints. The team are using new LISTEN and CARE principles to respond to around 500 enquires and complaints each month, assuring the quality of each and every response and where needed, saying sorry and fixing things as quickly as possible, where the Authority did not get it right first time.
- 130 computers were replaced across libraries to improve the quality of technology used by customers.
- Customer kiosks were rolled out across leisure centres supporting customers to self-serve; 65% of customers now use self-serve kiosks at Authority gyms and leisure centres.
- Family Hubs were launched, offering a one-stop shop of family support services across their social care, education, mental health and physical health needs.
- Appointments were introduced at customer first centres to keep Authority teams and customers safe during the Pandemic; this approach has now been made permanent following customer feedback and a 97% satisfaction rating with the service. The option to book more appointments with other Authority services, is now being developed.
- Partners across 9 services and organisations working to tackle Digital Inclusion have already delivered digital skills support to residents, schools, and patients across the Borough.
- Colleagues across services door-knocked over 1,000 homes during one of the worst storms to affect North Tyneside in recent times, Storm Arwen, to identify those without power and provide help to customers where they needed it.
- An online information and advice resource has been built to support families and carers of children with Special Educational Needs and Disabilities. Work is progressing regionally to ensure content is accurate and relevant, in line with

legislation, and will go live this year.

- North Tyneside libraries became part of the Online Centres Network offering digital skills and free devices to those needing support. Funding was secured for a three-month period to offer skills and devices to help adults get online.
- 80 video conferencing devices have been rolled out across the Quadrant and Killingworth sites, helping more colleagues to flexibly collaborate when working from different sites.

4. Programme Objective - an increased culture of continuous improvement. (Better Never Stops)

Phase Two Priorities for this Objective

- Employees as the Authority's eyes and ears; a new tool for staff living and working in the Borough will be developed, enabling them to report, in real time, issues that require action by Authority's services.
- A mechanism for teams to highlight ways to improve the customer experience, will be established.
- The methodology of internal service reviews will be refreshed, with a greater focus on technology.
- A number of IT systems that support the delivery of Authority services will be refreshed and replaced. This will improve the efficiency of how these services are delivered, as well as improving customer experience.

What's been achieved

- With climate change and customer satisfaction in mind, the Authority's environmental service team have reviewed the way they work and identified efficiencies that increase the 'right, first time' approach to customers. This will support action on climate change, with technology offering solutions to reducing fuel consumption and making the best use of employee time.
- Responding to customer feedback, an extra £1 million of funding has been committed to improving roads and pavements across the Borough.
- Ensuring that no resident missed out on their Council Tax Energy Rebate, customer services and libraries teams stepped in to support customers who had no internet access or who were digitally excluded offering support to over 12,300 people and directly supporting 2,683 with face-to-face appointments.
- Teams supporting families to access free school meals changed the way they process entitlement to the scheme to ensure more children can access free school meals.
- Following resident feedback and concerns around crime and anti-social behaviour, a dedicated anti-social behaviour task force has been setup with partners to tackle these issues across the Borough.

- Colleagues feel the way they communicate with customers internally and externally is improving.
- The annual Mouth of the Tyne Festival returned after a 2-year break due to the Pandemic and was blessed by great weather and over 100,000 visitors.

1.5.4 What our Customers are saying about their Experiences?

The Authority delivers many award winning and independently rated services - including OFSTED rated 'outstanding' services for children and young people; eight Green Flags for parks and cemeteries and an award for 'partnership of the year' with Northumbria Police for community protection.

It is essential that the Programme continues to be driven by the ongoing experience and feedback of its customers, Elected Members and teams.

Resident's Survey 2021

The 2021 Resident Survey shows overall satisfaction with the Authority from its residents has increased, in stark contrast to a decline of 7% nationally in 2021. Residents are more satisfied with their recent contact with the Authority, with more of them:

- Saying they feel listened to, and
- feel that the Authority, will do what it says it will do.

However, fewer residents felt their enquiry was cared about by the Authority and this is at the heart of the Customer Service Programme – work will continue in the Customer Promise workstream in Phase Three of the Programme, to track progress on this issue.

Feedback from the 2021 Resident Survey also shows that customers who contact the Authority online are more likely to be satisfied with their overall experience, than those who make contact by email. Again, further work in Phase Three of the Programme will explore this further, to understand what the issues are and what work may need to be carried out.

The perception of anti-social behaviour, particularly at night, is highlighted in the 2021 Resident Survey. A dedicated task force has been created with colleagues across the Authority working with partners to tackle anti-social behaviour and address concerns from residents.

Corporate Complaints

Positively, there is a small but consistent decline in the number of corporate complaints received each year; but the reason for those complaints remains relatively unchanged over the past 3 years - housing repairs, domestic refuse, housing register banding and anti-social behaviour.

Elected Member Enquiries

Elected Member enquiries remain one of the most popular ways for Authority residents to feed back about their experience of Authority services, with over 6,500 received each

year. Similar to corporate complaints, the most common issues raised through Member's enquiries are:

- housing repairs
- housing register banding, and
- environmental service like grass cutting and street cleaning.

Beyond booking services and requesting information, it is estimated that around 20% of Elected Member enquires, relate to dissatisfaction about an experience with Authority services, such as being kept informed.

Other Customer Feedback

The Authority understands that good customer experience, is often not based on what is provided, but how it is provided.

In 2021, residents engaged with the Authority through development of the Our North Tyneside Plan and through budget engagement with the Residents Panel told the Authority they wanted to better understand how the Authority decides what it spends its money on and asked that clearer language was used in all engagement. This feedback will inform how information is provided to residents in the Our North Tyneside residents magazine and future engagement approaches with the Residents Panel.

Customer views and experiences will continue to drive the Programme in Phase Three, from corporate engagement activity, the Resident Survey, corporate complaints, and Elected Member enquiries. Where relevant, feedback from individual services will also be assessed and individual workstreams and the Programme Board, will strengthen how they ensure individual change activities are involving customers in specific service changes and improvements.

Internal Customers

The link between employees who are safe, happy, healthy and appropriately paid, and great customer service to residents, is self-evident. The 2021 Staff Survey tells the Authority that colleagues continue to feel valued, informed and connected to their teams and manager, and that their health and wellbeing is effectively supported, with more colleagues striking the right balance between home and work life. Most colleagues feel they have the right equipment to do their jobs and they also feel that communication with customers inside and outside of the Authority, is improving.

1.5.5 Phase Three Priorities for the Customer Service Programme

The End of Phase Two review, appended to this report, captures the work to reflect; check-in with what customers are telling the Authority; celebrate what has been achieved and the difference it is making; and refine the work for Phase Three of the Programme from October 2022 to March 2024.

Using learning from the Programme to date; End of Phase Two review and customer, team and Elected Member feedback, the priorities proposed for Phase Three are detailed below.

1. Programme Objective - improved customer service standards across all Authority services. (Customer Promise)

Phase Three Priorities for this Objective

- Customer service standards, set out in the Customer Promise, will continue to be embedded within teams, supported by the delivery of a dedicated training Programme.
- A customer service improvement framework will assess how the customer service standards are delivered within services.
- The Senior Leadership Team (SLT) and Tier 3 managers will spend time in teams understanding how they deliver the Customer Promise.

2. Programme Objective - improved clarity, quality and consistency of the small but vital impressions the Authority makes, in communication and branding (Brilliant Basics)

Phase Three Priorities for this Objective

- Ensuring Authority buildings, vehicles, corporate workwear, and the way the Authority communicates with customers are consistent and of a good standard. A focus on how branding can improve the way customers see the Authority, interact with it and understand the services available to them.
- Digital solutions to support Authority teams to get connected and stay connected with each other will be rolled out further and tools to improve the way the Authority works together to support customers will be developed, with a focus on how they pay for things and find the information they need.

3. Programme Objective - improved services which are designed and delivered around the needs of customers. (Customer First)

Phase Three Priorities for this Objective

- Responding to what customers are telling the Authority, making significant improvements to the Authority's online offer, and providing increased and easier routes for reporting issues.
- A proactive and collaborative approach to addressing digital inclusion, with the NHS and community and voluntary sector, ensuring no one is 'left behind' or excluded.
- Continuing to listen and respond to customer views and needs, through a 'best in class' Elected Member enquiry service.

4. Programme Objective - an increased culture of continuous improvement. (Better Never Stops)

Phase Three Priorities for this Objective

- A clear ambition for Community Hubs, focussing on how the Authority makes best use of its main customer facing buildings and how it works with partners to address local need.

- Large and significant IT systems focussed on how the Authority manages its housing and environmental services to improve customer experience and value for money.
- Feedback from customers and colleagues will support the Authority to make improvements to how it works with customers; identifying issues to fix or improve.
- Enhancing the use of Modern.gov to give Elected Members the best tools to support them in their role.

1.6 Decision options:

The following decision options are available for consideration by Cabinet:

Option 1

Cabinet to agree the recommendations set out in paragraph 1.2 of the report.

Option 2

Cabinet does not agree to the recommendations set out in paragraph 1.2 of the report.

Option 1 is the recommended option.

1.7 Reasons for recommended option:

Option 1 is recommended for the following reasons:

The priorities outlined have been developed following a formal End of Phase Two review of the Customer Service Programme. The proposed priorities for Phase Three, continue to support the ambition set out in the Programme and the 4 objectives agreed by Cabinet on 28 May 2019.

1.8 Appendices:

Appendix: Customer Service Programme – End of Phase Two Review October 2022

1.9 Contact officers:

Jacqueline Laughton, Head of Corporate Strategy, tel. (0191) 6435724
Haley Hudson, Manager Customer Service and Digital, tel. (0191) 6437008
David Dunford, Senior Business Partner, tel. (0191) 643 7027
Suzanne Duncan, Senior Manager Human Resources, tel. (0191) 643 4917
Harry Wearing, Senior Manager Communications and Marketing, tel. 07717862592
Daniel Simms, Senior Manager ICT, tel. (0191) 643 6001
Adam Hagg, Customer Interface and Service Improvement Manager, tel. (0191) 643 6684

1.10 Background information:

The following background papers/information have been used in the compilation of this report and are available at the office of the author:

- (1) Report to Cabinet – North Tyneside Council Customer Service Programme 22 February 2021
<https://democracy.northtyneside.gov.uk/documents/s5490/North%20Tyneside%20Customer%20Service%20Programme.pdf>
- (2) Report to Cabinet – Equality and Diversity 22 February 2021
<https://democracy.northtyneside.gov.uk/documents/s5496/Equality%20and%20Diversity.pdf>
- (3) Report to Cabinet – Covid-19 A Framework for Recovery in North Tyneside 29 June 2020
<https://democracy.northtyneside.gov.uk/documents/s4039/Covid-19%20-%20A%20Framework%20for%20Recovery%20in%20North%20Tyneside.pdf>
- (4) Report to Cabinet – A Digital Strategy for North Tyneside 20 January 2020
<https://democracy.northtyneside.gov.uk/documents/s2638/A%20Digital%20Strategy%20for%20North%20Tyneside.pdf>
- (5) Report to Cabinet - We Listen and We Care NTC Customer Service Programme 28 May 2019
<https://democracy.northtyneside.gov.uk/documents/s798/We%20Listen%20and%20We%20Care%20North%20Tyneside%20Council.pdf>

PART 2 – COMPLIANCE WITH PRINCIPLES OF DECISION MAKING

2.1 Finance and other resources

Any financial implications arising from the activities in the Customer Service Programme will be met from existing service budgets and as agreed in the Medium-Term Financial Planning process.

2.2 Legal

There are no legal implications from this report.

2.3 Consultation/community engagement

2.3.1 Internal Consultation

The North Tyneside Council Employee survey 2021, has been used to assess how its teams assess their ability to provide great customer service.

Interviews with the Elected Mayor and Lead Cabinet Members have provided insight into the needs and experiences of residents and portfolio priorities for the year ahead.

Meetings with every senior service management team across the Authority, have provided feedback on how the Programme is delivered and improvements needed for future Phases.

Three End of Phase evaluation workshops have been carried with the Programme Board, improvement project leads, workstream members and the Authority's Senior Leadership Team.

Consultation and engagement will continue throughout Phase Three of the Programme through established routes, like the Staff Survey, and through individual change activities.

2.3.2 External Consultation/Engagement

The Customer Service Programme was built from extensive Borough-wide consultation; the Annual Big Community Conversation; budget engagement, State of the Area, and Youth Council consultation.

The North Tyneside Council Resident Survey 2021 has been used to assess customer satisfaction and experiences with Authority services, as well as monitor improvement and impact from the Programme over time.

Elected Member enquiries and corporate complaint information has been evaluated to help shape the objectives and priorities of the Programme, throughout all Phases.

Consultation and engagement will continue throughout Phase Three of the Programme through established routes, like the annual Residents Survey, and through individual change activities.

2.4 Human rights

Article 14 of the Human Rights Act 1998 prohibits discrimination on any ground. The Customer Service Programme has been developed to promote inclusion and create consistency of customer service responses, to all customers.

2.5 Equalities and diversity

All previous and future Phases of the Customer Service Programme have been developed with due regard to the Authority's obligations under the Equality Act 2010.

The Customer Service Programme is focused on ensuring it listens to and cares about the views and needs of all residents. The Programme Board has clear and regular communication with the Authority's Corporate Equality Group. The Board is responsible for identifying improvement projects that require Equality Impact Assessments to be undertaken and ensuring that their findings are acted upon to deliver inclusive customer service.

The Customer Service Programme supports delivery of the Authority's Equality and Diversity Policy, in particular, key elements of section 6 equality and diversity in service provision and corporate equality objectives for staff training, use of equality data, accessible buildings and services and communication.

2.6 Risk management

Individual improvement projects, within the Customer Service Programme have their own risk management monitoring in place and workstream leads meet regularly with the Authority's Senior

Risk Advisor, to update the overall risk management plan which is reviewed quarterly by the Programme Board.

2.7 Crime and disorder

There are no crime and disorder implications arising directly from this report.

2.8 Environment and sustainability

There are potential positive implications for environment and sustainability, as the increased use of digital technology by the Authority's teams and its customers continues to increase.

PART 3 - SIGN OFF

- Chief Executive X
- Director(s) of Service X
- Mayor/Cabinet Member(s) X
- Chief Finance Officer X
- Monitoring Officer X
- Assistant Chief Executive X