



# North Tyneside Council

## Customer Service Programme End of Phase Report

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# 1. Foreword

**Councillor Carl Johnson - Deputy Mayor; Lead Member for Customer Services and Co-Chair of the Customer Service Programme Board**



We are delighted to present the End of Phase Two report for North Tyneside Council's Customer Service Programme – 'we listen, and we care'.

Our customers tell us every day that the Authority delivers great customer service, but like any organisation, we know we do not always get it right, and can always go further.

Our teams work hard to listen to our customers and understand their views and feedback. Individual services and teams often have a deep and meaningful understanding of their customer's needs and strive to deliver services that meet those needs. The Customer Service Programme is not designed to change this; rather, it is an additional, whole council approach, to supporting teams in that endeavour.

## **Customer Experience**

Overall satisfaction with the council from its residents has increased; this is in contrast to a decline of 7% nationally in 2021. Delivering this improvement against the backdrop of the Covid-19 Pandemic, is testament to our fantastic teams and partners and of course, the community spirit of North Tyneside's residents.

**Jacqueline Laughton - Assistant Chief Executive and Lead Director for Customer Service**



Underpinning this improvement, are many award-winning and independently rated services delivered by the council – 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.

Customers of the Authority's main contact centre continue to be highly satisfied with the services and responses they receive, and there is a small but consistent decline in the number of corporate complaints received each year.

Our customers tell us, it's often not what has been done, but how something is done, that really makes the difference to them.

Satisfaction of customers contacting the council directly for help has increased, but fewer of those felt that the Authority 'cared' about their enquiry or request.

Elected Member enquires remain one of the most popular ways for our residents to feed back about their experience of council services, with over 6,500 received each year. Beyond booking services and requesting information, it is estimated that around 20% of these enquires relate to dissatisfaction about an experience with council services, such as being kept informed.

## **The Customer Service Programme**

The Authority's Customer Service Programme – we listen, and we care, is a clear, ongoing commitment to act on what our customers are telling us about their experiences of council services.

Better never stops is one of the key objectives of the Programme and we are ambitious about delivering a great customer experience, in every service we deliver to every resident in the Borough, every time. Not only is this the right thing to do for those we serve, but we know it makes sense in terms of getting things right first time and making best use of the scarce public purse we manage.

The Programme is at the heart of the Our North Tyneside Plan, building a better North Tyneside, looking to the future and listening to and working better for 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 their experience of council services. During this Phase, those involved have reignited the Programme following the pause from the Pandemic. This has led to tangible improvements that our customers can experience and built solid foundations for work to continue in Phase Three of the Programme.

The End of Phase Two review has been an opportunity to reflect, check-in with what our customers are telling us and refine the work for Phase Three of the Programme from October 2022 to March 2024.

**We would like to thank everyone involved for their passion, work, and commitment, to ensure that our residents know that North Tyneside is a council that 'listens and cares'.**

## 2. Executive Summary

The Customer Service Programme is at the heart of the Our North Tyneside Plan - building a better North Tyneside, by listening to and working better for residents.

Great customer service starts with a clear understanding of what 'good' customer service looks like.

- The Customer Promise service standards are now displayed in all 85 council buildings, so our customers and teams know what they can expect, and what is expected of them.
- For the second year, Customer Promise service standards have been built into the Individual Performance Review (IPR) process for every employee.
- Customer Promise training has been delivered at every corporate induction day, introducing over 250 new employees to our commitment to customers

The Programme capitalises on the understanding that healthy, happy, safe, paid and capable employees, have a far better chance of delivering great customer service. The most recent employee surveys tell us that the majority of our teams feel equipped to support customers effectively and this figure continues to increase.

"It doesn't matter who walks through the door, I'm always smiling - I always greet customers and ask them how they are and if they need any help."

Louise Branley,  
Leisure Assistant, Waves

Nearly 500 Authority employees have taken part in digital skills training, to meet the standards set out in the Customer Promise and ensure they are equipped to deliver services in a way our customers expect. In turn, over 130 public access computers have been replaced to support our residents, as increasingly our lives become digitally dependent. The Programme has also established a partnership with our NHS and community and voluntary sector, to develop a joined-up approach to tackling digital exclusion. Over 10,000 residents have responded to the Borough wide, digital access and skills survey managed by the partnership, which will ensure that we have a greater understanding of local need and how to meet it.

Overall satisfaction with the Authority from its residents has increased; this is in stark contrast to a decline of 7% nationally in 2021. Delivering this improvement for our residents, against the backdrop of the Covid-19 Pandemic, is testament to our teams and partners and of course, the community spirit of North Tyneside's residents.

One of the Programme's four main objectives is brilliant basics, both in terms of communication with customers and branding of our services, so that our customers find it easier to access and trust in our services.

- New customer service training has been developed for all employees, with a clear focus on how we listen to our customers and show we care, by acting on and delivering services, based on that feedback.
- Using customer feedback from the Embedding Equality Programme, 34 independent accessibility reviews of Authority buildings have been completed and improvements made.

- The quality, clarity and consistency of the letters and emails we send to customers are improving, through systematic reviews of letters and a clear set of standards in the new 'tone of voice' guidance.
- New British Sign Language (BSL) videos have been added to the Authority's website, following feedback from representatives of the BSL speaking community in the Borough.

Customers of the Authority's main contact centre continue to be highly satisfied with the services and response they receive and there is a small but consistent decline in the number of corporate complaints received each year.

Our customers tell us, it's often not what has been done, but how something is done, that really makes the difference to them.

Elected Member enquires remain one of the most popular ways for our residents to feed back about their experience of council services, with over 6,500 received each year. Beyond booking services and requesting information, it is estimated that around 20% of these enquires relate to dissatisfaction about an experience with council services, such as being kept informed.

- 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 every response and where needed, saying sorry and fixing things as quickly as possible, where we haven't got it right.
- Celebrating the wealth of great customer service that takes place every day in the Authority, is just as important as any improvement work. Over 133 nominations were received last year, with around 1,000 employees recognised, for the Elected Mayor's Spirit of North Tyneside Colleague awards during National Customer Service Week in October 2021. In December we also celebrated 71 nominations for community awards, shining a light on great community service.



The pursuit of great customer service never stops.

Phase Two of the Programme has seen over 80 officers, Elected Members and partners collaborating on over 30 customer experience improvement projects, all designed to act on customer feedback and improve the experience of council services. During this Phase, those involved have reignited the Programme following the pause from the Pandemic. This has led to tangible improvements that our customers can experience and built solid foundations for work in to continue in Phase Three of the Programme.

The End of Phase Two review has been an opportunity to reflect; check-in with what our customers are telling us; 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.

- The proposed work in Phase Three of the Programme will see radical improvements in how our customers can quickly and easily report issues that matter to them and be kept up to date with progress.
- We'll go further and faster on supporting and upskilling our teams to deliver great customer service, to every customer, every time.
- Our valuable customer first centres and libraries will be further developed to support teams and partners to better respond to the needs of the communities they serve, with a particular focus on health and wellbeing needs exacerbated by the Pandemic.
- Digital innovation will realise true benefits for all customers, linked to the Authority's Digital Strategy, agreed by Cabinet on 20 January 2020. Our teams will have access to better tools to enable them to listen better to customer feedback and deliver efficient and great customer service
- Elected Members will have access to more information, supporting them to respond to the needs of their local communities and our customers will see tangible improvements in the Authority's website, as well as being supported to be part of a digital society.

### 3. About the 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 this 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 next Phase of the Programme.

The content of this report has been made possible by information and views from:

- the North Tyneside Council Resident Survey 2021
- the North Tyneside Council Employee Pulse survey 2021
- intelligence and customer feedback from the Authority's Participation and Engagement Team
- Elected Member enquiries

- corporate complaints
- interviews with the Elected Mayor and Lead Cabinet Members
- meetings with senior service management teams across the Authority, and
- three end of Phase workshops with the Programme Board, Workstreams Leads and members.

This report is owned and produced by the Customer Service Programme Board and will be considered by Cabinet on 17 October 2022.

## 4. About the Customer Service Programme

The Authority's Customer Service Programme is an organisation wide focus on how we bring to life our organisation's values – we listen, and we care. Its alignment with the Our North Tyneside Plan is clear, building a better North Tyneside, looking to the future and listening to and working better for residents.

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

The council has listened to what its customers are saying about their experience of council services and has 4 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 our 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 we serve, it is also a reflection of the Authority's ambition for the Borough, residents and the organisation. Equally, the Authority understands clearly the cost of not getting this right, both in terms of poorer outcomes for customers, and the cost to the organisation in time and resources 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 on learning from the Authority's Covid-19 Recovery Programme. A workplan and governance arrangements for Phase Two started in September 2022.



## 5. Phase Two Approach and Plan

### 5.1 Programme Team

Following Cabinet's review of Phase One and agreement of Phase Two priorities in 2021, governance arrangements for the Phase were further enhanced and are supported by a senior manager lead and 2 full time Programme support officers – known as the Programme team.

The Phase Two Programme governance chart can be seen in Appendix A.

The purpose of the Programme team is to:

- gain agreement for and manage an annual Programme of work with Cabinet and our teams, that demonstrably improves customer experience
- provide direct support to help services implement service improvement
- promote best practice and consistency, across all services
- assess service quality through the eyes of the customer and provide constructive challenge to our teams
- communicate the difference that change improvements are making to our customers and teams, to build momentum and confidence, and
- develop, test, and learn effective and efficient tools and approaches, to create a lasting approach to change and Programme management.

The Programme Board is co-chaired by the senior manager lead and Deputy Mayor. Appendix B details all Programme Board members and their roles.

### 5.2 Programme Management and Plan

Each of the Programme's four objectives, has a dedicated workstream and workstream lead, and both are supported by a member of the Programme team.

Each workstream has between 5 and 8 change activities or projects that it manages, which all contribute to at least one of the Programme's four objectives.

Overall, Phase Two has overseen 33 change activities – Appendix C, lists each of these, with a description of their scope and purpose.

Change control or change activity closure, is managed by the Programme Board, with other Programme management products, used to track, monitor, and report progress, detailed in Appendix D.

Below shows the priorities agreed by Cabinet on 21 February 2021, for Phase Two of the Programme.

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

**Phase Two Priorities for this Objective**

- From April 2022 onwards, the Customer Promise will be more widely publicised, internally and externally. It will also be included in 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.

**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 our teams will be developed and delivered, ensuring all staff are connected and have the information they need to deliver the Promise to every customer, every time.

**3. Programme Objective** - improved services which are designed and delivered around the needs of our 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.

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

## Phase Two Priorities for this Objective

- Staff 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.
- Establishing a mechanism for our teams to highlight ways to improve the customer experience.
- 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.

### 5.3 Programme Engagement

Just over 30 council colleagues have been actively involved in the Programme Board and / or workstreams, with a further 50 colleagues and partners, supporting delivery of individual change activities.

The Programme has a specific communication plan, focused mainly on internal customer and partner messaging or general updates on overall Programme progress. Where changes are proposed or benefits realised that directly impact residents or external customers, a bespoke communication plan is agreed.

Throughout the Programme, views from our customers and other key stakeholders are captured to inform and shape the plan for each Programme Phase.

- **Elected Members:** approved continuation of the four original Programme objectives in February 2021 and refined the priorities to deliver those objectives, in line with review of the Authority's Covid-19 Recovery Programme. Monthly written updates are provided to all Elected Members to ensure they are kept up to date on developments within the Programme. Specific change activities have and will continue to require additional communication with Elected Members at All Members Briefings, Lead Cabinet Briefings and Party Group meetings.
- **Residents:** the Programme is based on extensive Borough-wide consultation: the Annual Big Community Conversation, Budget Engagement, State of the Area, and Youth Council consultations. Over 100 conversations took place in summer 2020 with residents as part of the Big Community Conversation. Feedback and customer experience continues to drive the focus of the Programme, and all End of Phase reviews gather and evaluate customer and stakeholder experiences.
- **Our teams:** are kept updated on the progress of the Programme monthly through TeamWork updates. These email correspondences are shared through team meetings for those without access to a device. The articles allow us share key developments of the change activities and encourage engagement and feedback

## 5.4 Benefits Realisation Management

The approach to managing the realisation of benefits from the Programme has been a core product deliverable within Phase Two.

The Programme's benefits management framework describes how the Programme Board will conduct benefits management for the Programme. The framework was agreed by the Programme Board in May 2022.

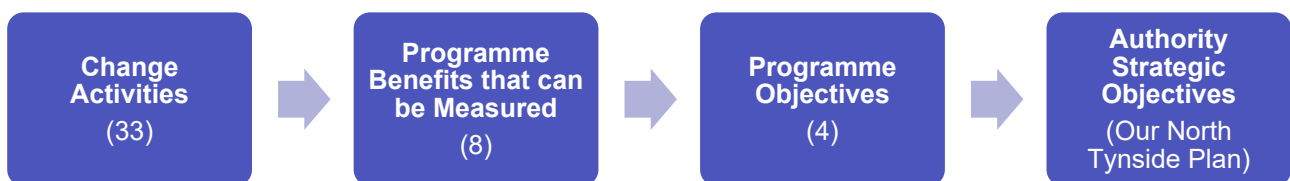
The framework:

- enables the Board to evidence overall impact and contribution toward the Authority's strategic objectives (the Our North Tyneside Plan), and
- ensure that individual change activities included in the Programme are making a positive contribution and impact on the Programme's 4 strategic objectives.

The Framework is applied at 2 levels: the first for the Programme overall and the second for selected change activities.

There are 8 overarching benefits the Programme seeks to realise and evidence, in terms of - satisfaction, efficiency and cost.

- (CP01) Increase in customer satisfaction
- (CP02) Increase in employee satisfaction
- (CP03) Increased Elected Member satisfaction with the support and services they receive
- (CP04) Increase in employee digital capability
- (CP05) More residents have essential digital skills and access to digital services
- (CP06) Increase in digital customer transactions
- (CP07) Improved use of organisational assets
- (CP08) Decrease in operating costs of delivering services



**Figure 1 - How Programme Benefits Contribute to the Programme and Organisation's Strategic Objectives**

Appendix E maps how the Programme's change activities are contributing to the realisation of these eight benefits. Further documentation on the benefits, their measures and targets are available from the Programme team.

## 6. Phase Two - What's been Delivered

This section details progress delivered in Phase Two of the Programme.

The Programme's deliverables log is attached as Appendix F, showing the specific planned deliverables of the Programme and their current status.

The four Programme objectives guide everything the Programme does. Our change activities are improvements or changes aimed at meeting those objectives, that our customers and the Authority benefit from.

### 6.1 Customer Promise

**Objective:** Improve customer service standards across all Authority services.

#### Progress in meeting this objective...

- All **85 Council buildings now display our 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 our commitment to customers.**
- **Annual 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 council 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.
- Eight out of ten employees think that the **council has adapted well to the service changes** caused by COVID-19 and continue to feel valued, informed and connected.
- Community hub steering group are developing our approach to Community Hubs using area profiles to support our understanding of the needs of residents living nearby.

"It's important when dealing with customers that we're honest with what we can do, so if I can't help, I will tell the customer what I can do, tell them who I'll get in touch with, and give them timeframes of things that I'll hope to achieve, and if I can't meet these, I'll keep them informed"

**Craig Thompson, Marden Quarry Nature Reserve**



- 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 this year's National Customer Service Week celebrations, 19 tier 2 and 3 managers from across the council will visit teams and services to **understand how they deliver our customer promise** and learn about the different services the council provides.

- **Resident**

**satisfaction with the council increased significantly** in 2021 to 56% (from 51% in 2019), bucking the trend nationally of a 7% decrease in satisfaction.

- **57% of residents were satisfied with their overall experience of contacting us**; 68% felt listened to, 63% felt the council did what they said they would and 61% felt they resolved their issue.
- **68% of colleagues feel valued within their role and supported to deliver great customer service** to residents; a significant increase from 57%.

“Doing what I love and helping other people out with my knowledge in class, I love it”

**Matt Hargreaves,  
Leisure Assistant,  
Waves**

## 6.2 Brilliant Basics

**Objective:** Improved clarity, quality and consistency of the small but vital impressions the Authority makes through communication and branding.

### Progress in meeting this objective ...

- A range of communication and branding products have been developed to improve **the clarity, quality and consistency of how we communicate with customers and help them understand the services they can access.**
- A new digital logo for the council has been produced to **support customers accessing online information** on mobile devices.
- Guidelines for branding and 'tone of voice' for letters and emails have been developed to ensure our **customers receive consistent and good quality information** that they recognise and can trust.



- Thirty-four council buildings have been assessed by AccessAble and improvements made, so they are **welcoming and able to support the needs of all of our customers**.

- **The accessibility of our website has been improved**, adding an accessibility statement and the first in a series of British Sign Language (BSL) videos.

- Colleagues from across the council including housing, benefits, and human resources have been supported to review and rewrite a range of their letters to ensure **we get it right first time when contacting customers**.
- The **Employees as Residents (EAR) panel** have provided engagement on a range of letters that have been rewritten with a customer / resident focus.
- In May, our partners in EQUANS offered over 8,200 calls to customers, **the 4th highest number of calls per week since 2012!** The team spent 44,000 minutes supporting customer enquiries – the highest ever seen in Customer Services, EVER!
- Colleagues told us 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.
- Our customers told us the language used on the **appointment booking site for the household waste recycling centre/tip was confusing – this has now been improved**, with the change of a few simple words.
- 145 social care colleagues have attended 28 digital training sessions on **assistive technology, that can improve the wellbeing and independence of their customers**.
- 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 of our 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.



“I want people to tell me their stories and give me their views and ideas”

**Heather Thrussell,  
Engagement Officer**

- 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 our 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 our catering teams to focus on quality and customer service.**
- Improvements to our customer’s experience are being made through the digitisation of our direct debit process; **customers will spend less time completing paper forms and less time waiting** – seeing the process reduce from 4-8 weeks, to 2 working days.
- A new organisational contact directory has been created supporting our 3,500 employees to find the contact details of a colleague quickly and our **customers to be able to get in touch with the right person, first time.**

### 6.3 Customer First

**Objective** - Improved services which are designed and delivered around the needs of our customers.

#### Progress in meeting this objective ...

- 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 Special Educational Needs and Disabilities (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 we haven’t got it right.
- 130 computers were replaced across libraries to improve the quality of **technology offered to**

“Always put yourself in their shoes, and properly listen, to try to understand how they must be feeling” ... “see the bigger picture and understand how this one issue may be affecting other aspects of a person’s life”

**Dawn Blacklaws and  
Tracey Paulsen, Customer  
Services, North Shields  
Customer First Centre**



customers for use and increase our digital offer locally.

- Delivered a new **self-serve portal to improve the timeliness of resolving colleague IT issues.**
- A full mapping of the Authority's website and intranet has been carried out, following a re-platforming of the technology this will inform **improvements to the customer experience online.** The residents survey tells us that more and more residents are contacting us online and satisfaction levels are increasing.



- Customer kiosks were rolled out across leisure centres supporting customers to self-serve; **65% customers now use self-serve kiosks at our gyms and leisure centres** where possible.
- Family Hubs were launched, offering a **one-stop shop of family support services across their social care, education, mental health and physical health needs.**

- Area profiles using resident information have been analysed to **fully understand the needs of residents living around our community buildings** to inform our approach to Community Hubs.
- Appointments were introduced at Customer First Centres to keep our 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 council services is now being developed.

- **Launched our new 'Health and Wellbeing Strategy:** Equally well - a healthier, fairer future for North Tyneside 2021-2025' which looks at how we can reduce inequalities for residents locally and supports our plans for Community Hubs.
- **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.

"Try and do one-call resolution, rather than pass the buck always try and deal with the customer's issue there and then"

**Kieren Hutchings and  
Stephanie Sheveleva,  
Customer Services, Contact  
Centre**

- **Over 10,000 responses were received for the digital inclusion survey** which was sent to every household in North Tyneside. The research will provide a local view of inclusion issues and help to focus efforts in the places and ways they are most needed.
- 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 our customers where they needed it.**

- During Storm Arwen colleagues handled over 5,000 customer contacts from residents looking to report damage, report vulnerabilities or to seek general advice from us and **kept the Borough updated via our website, social media and direct messaging to Elected Members.**
- An online information and advice resource has been built **to support families and carers of children with Special Educational Needs and Disabilities (SEND).** 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.
- A successful pilot of **new self-serve computers in our Customer First Centres increased opportunities for customers to complete online forms** with and without the assistance of a member of the customer service team.

- The introduction of a new booking system, linking meeting rooms with meetings, has **helped thousands of colleagues to seamlessly book rooms for meetings, dramatically reducing the time this small but high-volume task takes.**
- 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.

## 6.4 Better Never Stops

**Objective** - An increased culture of continuous improvement.

**Progress in meeting this objective ...**

- With **climate change and customer satisfaction** in mind, environmental services have reviewed the way they work and identified efficiencies that increase our **'right, first time' approach to customers.** This will support our action on climate change with **technology offering solutions to reducing fuel consumption** and making the best use of employee time.

- Customer feedback has supported some small but important changes; **the hold music played by our contact centre has been changed**, much to our customers satisfaction.

- Building on customer feedback from our annual Resident's Survey, where they told us roads and pavements were a key priority for them, **an extra £1 million of funding has been committed to resolving and fixing issues** 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.**

"Feedback is absolutely crucial in everything that we do, it is the gauge that tells us how we're doing, what we're doing well, what we're not doing so well."

**Adam Kelsey, Manager St Mary's Island & Lighthouse**



- Colleagues from environmental services and housing **tested out a range of tools to understand how employees can report local issues** on behalf of residents. The findings from this work **supports a move to better digital self-serve options for not only colleagues but residents alike** and will be factored into the development of the council website.
- Mapped all the feedback routes from across the organisation **to understand how our teams give and receive feedback** and have developed an approach for sharing best practice across the organisation.
- The Procurement and Commercial Strategy for 2022-2025 was agreed, emphasising and highlighting how **we act as a single team when dealing with external partners.**
- The tenant journey has been mapped across housing, property, and asset services in preparation for a new unified IT solution which will **offer the best support to both customers and employees.** A team to support the implementation of the new unified IT system for housing, property and construction is in place with a key focus on customer and the benefits this new system will give them.

- 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**.
- Responding to team feedback, library services have helped shape a new guide for **colleagues when working with customers who display unacceptable behaviour**. A series of workshops informed the guide which offers information, advice and signposting to policy and guidance.
- Corporate complaints have **been reducing year on year** for the last 3 years and the newly established Customer First Office will be ensuring this trend continues with the support they offer customers when things go wrong.
- **More residents responded to the residents' survey this year** and took the opportunity to share their views.
- In line with the Elected Mayor's commitment to tackling racism and discrimination whilst improving equal opportunities, a task force of community leaders, colleagues and interested stakeholders, like the police, have **raised awareness of hate crime and how to report it**.
- **Overall resident satisfaction with the council has increased** this year, coupled with an increase in satisfaction for the resident's experience of our customer services.

“Whether feedback is good or bad, we always try and act on it efficiently and right away. If someone is not happy, we try and get that rectified, and if it's positive we pass that on straight away”

**Craig Henaghan, Local Environmental Services Team Leader, Environmental Services**



- Following resident's 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**, including Sophie Ellis-Bextor who performed and who said Tynemouth was **'quite possibly the most beautiful setting for a festival'**.

## 7. Phase Two - Customer and Stakeholder Views and Experiences

### 7.1 Customer Experience

Our customers tell us every day that the Authority delivers great customer service. There are many award winning and independently rated services delivered by the council – 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.

However, we know we don’t always get it right and can always go further.

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

#### Resident’s Survey 2021

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

- telling us they feel listened to, and
- feel that we do what we say we will do.

However, fewer residents felt their query 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 and we will continue to track progress on this issue, through benefits monitoring.

Feedback from the most recent Resident Survey shows that customers who contact the Authority online are more likely to be satisfied with their overall experience, than those who contact us by email. Again, further work in Phase Three of the Programme will explore this, 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 ASB 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.

It is, however, difficult to analyse the data from the current complaint handling system and so this will be one of the early developments of the Customer Relationship Management system in Phase Three of the Programme.

## Elected Member Enquiries

Elected Member enquiries remain one of the most popular ways for our residents to feed back about their experience of council 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 services 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 council services, such as being kept informed.

Stakeholders tell us that the IT system that manages Elected Member enquiries is no longer fit for purpose and as a result, there will be a new change activity in Phase Three, dedicated to replacing this.

## Other Customer Feedback Informing Phase Three

We know that the experience customers have with the Authority is often not based on what we do for them, but how we do it. The letters we write, the things we say, the services we offer, and the way our buildings look and feel, all matter. Feedback from all stakeholders tells us that we need to focus on the how to ensure we are delivering for them, and this will continue to drive the priorities and change activities in Phase Three of the Programme.

In 2021, residents who engaged with us through development of the Our North Tyneside Plan and through budget engagement with our Residents Panel, told us they wanted to better understand how the council decides what it spends its money on and asked that we use clear language in all engagement. This feedback has informed the information we give to residents in the future through Our North Tyneside residents magazine and engagement activities with our Residents Panel.

Lead Elected Members have told us that they feel our external communications are good, and the Resident Survey evidences this. However, we will pick up further work in Phase Three for letters and communication relating to:

- parking control,
- adult social care,
- first choice schools, and
- keeping parents informed about Education and Health Care planning.

Data and the way we use it to understand customer needs is particularly important to Lead Elected Members and they want to better understand information about customer telephone calls received by individual service teams.

The Authority's main contact centre continues to achieve very high levels of satisfaction from customers and Lead Elected Members want to ensure these high levels of quality are reflected across the Authority. This will be explored further in Phase Three of the Programme examining data from telephony to understand where and if improvements can be made.

Working smarter and using technology to help us improve the environment across the Borough will also be explored in Phase Three; looking at the potential of tagging council assets and how that could help customers report issues more easily.

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. Individual workstreams and the Programme Board will strengthen how they involve customers in individual change activities and specific service 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 us 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.

Phase Three will focus even more on how we develop a 'tone of voice' for internal customers, driven by the Authority's Organisational Development and Human Resource functions.

New ways of working for teams following the Pandemic continues to be explored by the Authority, with a separate project considering work life balance, access to IT equipment, and the support offered to colleagues to keep them safe, happy and healthy at work - all of which support us all to deliver great customer service.

## **7.2 Feedback about Programme Management**

At the end of each Phase, it is important to not only review feedback from customers on their experiences of council services but also feedback on the management of the Programme itself.

### Feedback from Senior Leaders

Feedback has been sought from senior leaders across all council services in their regular monthly meetings and from workshops held as part of the End of Phase Two review.

Understanding of the Programme varied:

- some felt they knew very little about the Programme or what it was trying to achieve,
- some felt they knew what the Programme was trying to achieve but were not connected to any of the change activities, and
- others had some very detailed understanding about specific change activities but did not have a sufficient understanding of how these fitted with the overall Programme.

Phase Two of the Programme has seen over 80 officers, Elected Members and partners, collaborating on each of the change activities.

Senior leaders told us they were unclear how new change activities are added to the Programme and wanted a way to share learning from their services with the Programme and vice versa.

It is recognised that not all stakeholders need to know about the Programme as an entity or even about all of the work within it, rather they need to know about the change activities that directly affect them and their role. Some of these are widespread, cross-cutting projects, like our Customer Promise, customer service training and branding, whilst others, like the unified housing system and enhancement of Modern.gov, only impact specific teams and services and how they work with customers.

The Programme Board has requested that the communication plan for Phase Three of the Programme, is better tailored to different internal and external audiences.

As a result of this feedback, Phase Three of the Programme will:

- create an intranet homepage for the Programme which can be accessed by colleagues and will describe what the Programme is, who's doing it, how they are doing it and by when,
- increase capacity within the Programme management team with a part time dedicated Communication Apprentice,
- request additional representation from our Elected Members to join the Programme Board,
- increase membership of the Programme Board and workstreams from Tier 3 managers, and all involved will be asked to proactively share updates with their respective teams,
- introduce "your takeaways for today" at quarterly Senior Leadership Team (SLT) update sessions, where SLT members will be asked to share Programme updates with their senior management teams for cascade, and
- see the appointment of a new Engagement Manager who will lead on the collation of customer views.

### Medium Term Financial Planning

The importance of better aligning the Programme with the Medium-Term Financial Plan has been noted. This is already taking place for the 2023 / 2027 MTFP, with direct involvement of Programme leads in service area planning.

The next End of Phase review will take place in March 2024, so that planning for Phase Four of the Programme, can inform and be informed by financial planning.

### Further Recommended Changes

Programme Board and workstream members recognised the importance of detailing and defining planned benefits for each of the change activities before they are accepted into the Programme's plan. Programme products and tools, developed in Phase Two, will ensure this takes place – see Appendix D. In addition, dedicated time will be built into the Programme for these interdependences and links to be discussed and reviewed with workstream leads.



## 8. Learning and Best Practice

As part of the End of Phase Two review, good practice and key lessons learned from across the Programme have been gathered.

### 8.1 Learning about we listen we care

- **We have more work to do to embed the customer promise, particularly for existing team members**

Whilst posters and individual commitment cards have been shared across all buildings and colleagues there is still work to do ensure all colleagues know and understand the 11 standards and how they and their team deliver them for their customers. A focus on existing team members needs to be ensured, not just focussing on new people joining the Authority.

- **We need to make it relatable, bring it to life, tailor communications around teams and services and not be afraid to repeat them over again**

Feedback has highlighted that despite having regular updates in Teamwork, not all colleagues know about the Programme or its activities. However, not all colleagues need to know about the Programme itself, with most only really needing to know about the big universal activities, like the Customer Promise, and then the specific activities that directly impact their role.

The communications plan needs to reflect this, and each change activity should specify the targeted services or teams that need to have a more tailored approach to communication. This tailored approach should emphasise and repeat key messages to relevant services and teams to ensure they are received and embedded.

- **We need to emphasise the importance of both internal and external customers**

Universally it is clear that our colleagues and teams all have a different understanding of customers, depending on their role and the area of the Authority they work in; where they could be schools, businesses, residents, visitors, or Elected Members.

Ensuring that we all understand that customers are also internal and that we are providing a service to colleagues and other teams should be a focus and should be emphasised.

### 8.2 Learning about Programme management

- **Programme communication and engagement**

Regular organisation wide communications take place monthly covering a range of change activities. However, colleagues have told us that despite this, they don't know enough about the Programme but more importantly what it means to them in their role.

A dedicated area on the council intranet will be created and populated with information about the priorities and objectives of the Programme, the individual change activities and what they aim to achieve, and which teams and services they impact.

- **Programme scope and objectives**

Having clarity on the aims, objectives and deliverables for each project is essential from the very start. Documentation has been developed this year for each of the activities within the Programme, clarifying the milestones and objectives and defining the purpose and outcomes. This is to ensure that 'scope creep' does not derail any of the work agreed by Cabinet and supports our approach to benefits realisation. It also allows, from the very start, a clearly defined communication plan to be developed, targeting all stakeholders, and detailing the information and engagement needed, as well as the impact for each one.

The aim of the Programme is to create and sustain long term cultural and behavioural change, which takes time. This is finely balanced with the need to evidence progress in achieving agreed outcomes and demonstrate the impact of the Programme. The tangible outcomes and measures detailed in our Benefits Realisation plan (see Appendix E) show the more longer-term outcomes from the Programme. However, there are some small but vital things that have been quick and easy to do, for example, re-writing a letter and sharing email addresses more quickly. It's important to ensure a balance between the longer term and short-term outcomes and measures.

- **Programme products**

The Programme management documentation that has been introduced has been tailored to ensure the balance between good governance and assurance to Board without being overly administrative. Given the size and range of activities within the Programme it was quickly realised that the management tools and products needed to help and not hinder progress in achieving the Programme outcomes.

A decision log was implemented within the management of the Programme at the start to ensure that accurate records of what has been agreed, by whom and when, can be tracked and monitored. The Programme management team have also been able to effectively manage actions in a similar way, using logs, which has supported the completion of tasks assigned to individuals and gives a clear evidence trail.

## **9. Phase 3 Plan**

The Customer Service Programme Board agreed the Phase Three plan and change activities on 8 August 2022, as part of the review for end of Phase Two.

The Board agreed that 23 change activities for Phase Three - 20 existing activities from Phase Two, and 3 new change activities based on customer feedback.

The Board also agreed that further exploratory work would be undertaken in relation to 4 potential new change activities which have arisen from customer feedback.

A full list of the change activities agreed for Phase Three can be found in Appendix G and Appendix H.

## 9.1 Phase Three Priorities

Below are the agreed priorities for each of the 4 workstreams in Phase Three.

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

### Phase Three Priorities for this Objective

- Our 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 our buildings, vehicles, corporate workwear, and the way we communicate with customers are consistent and of a good standard. A focus on how our branding can improve the way customers see us, interact with us, and understand the services available to them.
- Digital solutions to support our teams to get connected and stay connected with each other will be rolled out further and tools to improve the way we work 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 our customers (Customer First).

### Phase Three Priorities for this Objective

- Responding to what our customers are telling us, making significant improvements to our 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 we make best use of our main customer facing buildings and how we work with partners to address local need.
- Large and significant IT systems focussed on how we manage our housing and environmental services to improve customer experience and value for money.
- Feedback from customers and colleagues will support us to make improvements to how we work with customers; identifying things we need to fix and improve.
- Enhancing the use of Modern.gov to give Elected Members the best tools to support them in their role.

### 9.2 Phase Three Activities to Explore

Alongside the agreed Phase Three priorities, 4 areas were identified for further exploration:

- With tens of thousands of calls coming into the Authority each year, the information held in the telephony systems is full of customer insight. Further work will be carried out in this Phase to understand what this information tells us and how it can be used to improve services for our customers.
- Linking in with the way in which we communicate with our customers, Phase Three will explore how this should change the way in which we communicate with employees as an organisation. This will be informed by branding work underway to develop 'tone of voice' for customers.
- How we make best use of our assets and work smarter will also be explored particularly in relation to tagging assets like bins, benches, etc to make it easier to identify and report issues.
- Feedback from our residents tells us that customers are less satisfied when they contact us by email. Further investigation will take place during this Phase to understand the issues and potential improvements.

### 9.3 Programme Team

There will be no fundamental changes to the management of the Programme in Phase Three. A senior manager lead and 2 full time Programme support officers – known as the Programme team – will continue to manage the Programme. The purpose of the Programme team is also unchanged.

The Programme Board is co-chaired by the senior manager lead and Deputy Mayor. Appendix I details all Phase Programme Board member roles.

Each workstream has between 4 to 8 change activities or projects that it manages, which all contribute to at least one of the Programme's 4 objectives.

## **9.4 Programme Products**

There will be no change to the Programme products for Phase Three. Change control or change activity closure, is managed by the Programme Board, with other Programme management products, used to track, monitor, and report progress, detailed in Appendix D.

## **9.5 Programme Benefits**

During Phase Two a benefits framework was established. The framework was used to identify Programme wide benefits and their measures. A high-level summary of this can be seen in Appendix E. Through Phase Three, the measures will be monitored and progress against a schedule recorded and reported on a regular basis, to the Programme Board.

The framework will also be used to manage benefits for large scale change activities in Phase Three, where the Programme Board request this.

## 10. Risks

The Customer Service Programme risks were initially reported to the Customer Service Programme Board in November 2021. At this time there were eight risks held on the risk register, categorised as three high risks, four medium risks and one low risk. Risks are reviewed, assessed, and agreed at every Programme Board meeting.

- one new risk has been raised,
- one risk has closed,
- one risk has been transferred to the relevant service area for management in line with the Authority's risk management process, and
- two high risks have reduced in score.

Following these reviews there are now six risks held on the risk register categorised as 4 medium risks and 2 low risks. The table below shows a summary of these risks, (can be requested from the Programme team as in Appendix G).

### 10.1 Phase 3 Current Risks

Risk No	Risk Detail	Previous Score	Current Risk Score	Target Risk Score
003	<b>Effective Sharing of Progress with Key Stakeholders:</b> There is a risk that the Programme Board may not effectively share progress with key stakeholders.	D1 (R) à	E1 (B) â	E1 (B)
007	<b>Programme Stalling / Failing due to External Events:</b> There is a risk that external events (e.g., COVID) may result in the Programme stalling or failing to be completed.	C3 (B) à)	C3 (B) à	C3 (B)
002	<b>Programme Management Support Unable to fill Commitments:</b> There is a risk that Programme management support may be unable to fulfil commitments.	D2 (B) à	D2 (B) à	E4 (G)
005	<b>Benefits not Realised:</b> There is a risk that assumed benefit on customer service may not be realised.	E2 (B) à	E2 (B) à	F2 (G)
001	<b>Workstream Leads Unable to Fulfil Commitments:</b> There is a risk that workstream leads may be unable to fulfil commitments.	D3 (G) à	D3 (G) à	E4 (G)
004	<b>Activities Altered Without Due Process:</b> There is a risk that the activities within the Programme may be altered without due process.	C2 (R) à	E3 (G) à	E3 (G)

## 11. Finance

The Programme in and of itself does not have a budget, however many of the change activities within the Programme do. The budgets for each change activity, if present, are monitored and controlled by the change activity work group and any financial implications arising from the activities in the customer service Programme will be met from existing service budgets.

There is appropriate financial oversight for the Programme through the Board with a senior member of financial services on the Board.

## 12. Assessment and Recommendations

- Section 6 of the report details the progress made towards the Programme's four objectives. A benefit's realisation framework has been developed in Phase Two which will track long term impact of the Programme on customer satisfaction, efficiency, and cost.
- The End of Phase review process has captured both Programme activity and Programme management learning – lessons learned have been built into arrangements for Phase Three.
- Customer feedback has informed Phase Three of the Programme.
- The Programme Board reviewed the End of Phase Two process, content, recommendations and Phase Three plan on 8 August 2022. The Board assessed that the review had successfully completed its goals and agreed to proceed to Phase Three of the Programme, subject to approval by Cabinet on 17 October 2022.

## 13. Next Review

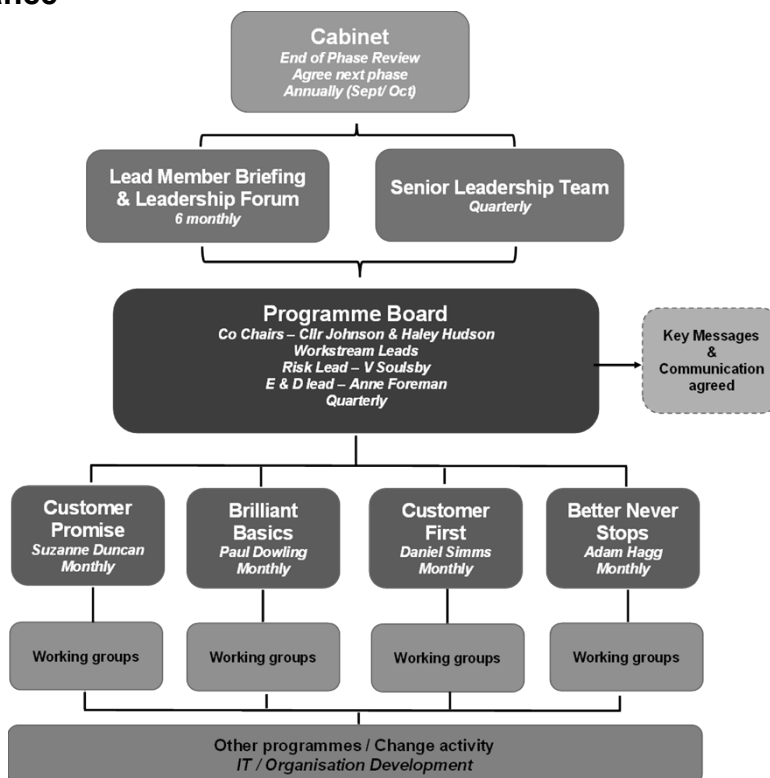
The End of Phase Three review will be completed in the early 2024 and presented to Cabinet no later than May 2024.

# Appendices

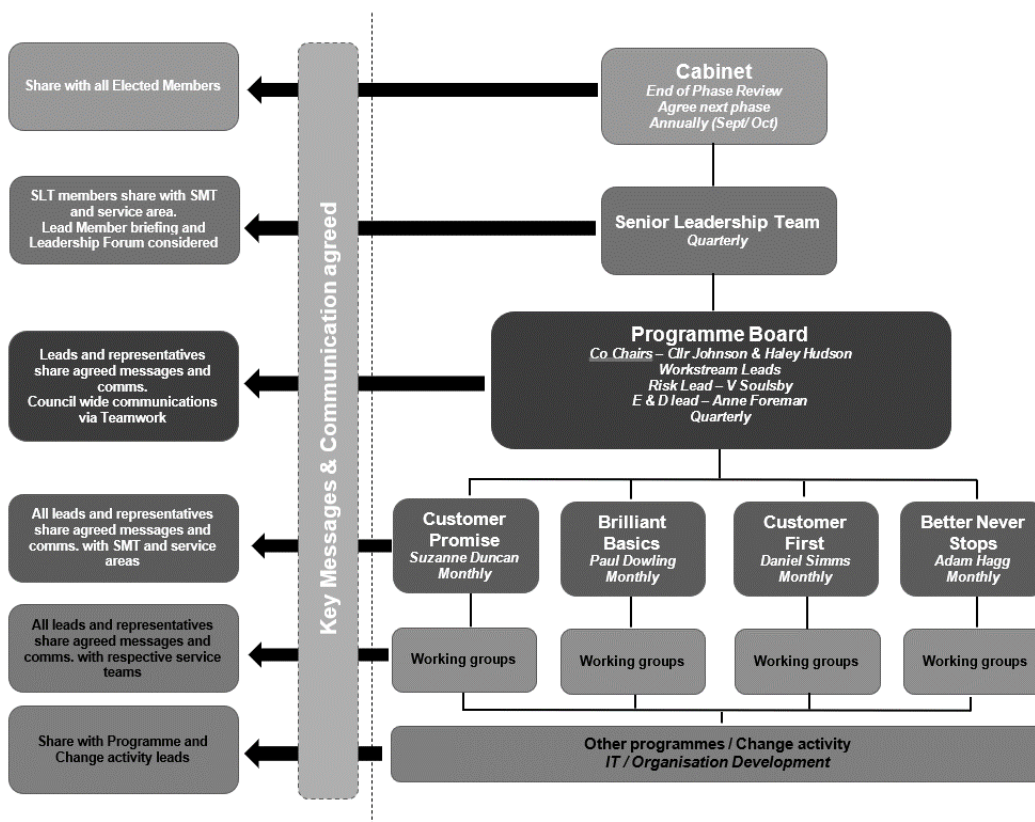


# Appendix A – Programme Governance

## Phase Two Governance



## Phase Three Governance



## Appendix B – Phase Two Programme Board Membership

Name	Service Area	Role
Cllr Carl Johnson	Deputy Mayor / Lead Cabinet Member Corporate Strategy	Co-Chair
Haley Hudson	Customer Service and Digital Strategy Manager	Co-Chair
Jacqueline Laughton	Deputy Chief Executive	Director Customer Services (Assistant Chief Executive)
Adam Hagg (BNS)	Customer Interface and Service Improvement Manager	Better Never Stops Workstream lead
Suzanne Duncan (CP)	Senior Manager (HR)	Customer Promise Workstream lead
Daniel Simms (CF)	Senior ICT Manager (Chief Information Officer)	Customer First Workstream lead
Paul Dowling (BB)	Head of Service, Regeneration and Transport	Brilliant Basics Workstream lead
Victoria Soulsby	Senior Risk Advisor	Risk lead
Claire Emmerson	Senior Manager Financial Planning & Strategy	Finance lead
Stephen Rigden	Customer Improvement Manager	Programme Team
Ruth Barfoot	Customer Improvement Manager	Programme Team
Anne Foreman	Policy & Performance Manager	Equality and Diversity lead

## Appendix C – Phase Two Change Activities

The 33 change activities from Phase Two of the Programme are listed below. The description and scope are included for each including the status at the end of Phase Two. Those shaded have been closed and completed in Phase Two and the change is now part of 'Business As Usual' within the relevant services.

Change Activity	Priority Description	Scope	Status
Integrate the Customer Promise into key processes	Embedding the Customer Promise to permanently shift the culture of the organisation and the way in which we deliver services.	Agreement of the Customer Promise standards and communicating them	Complete
		Developing and launching an organisation wide customer service training Programme	Ongoing
		Embedding the standards into core processes for recruitment, induction, and retention.	Complete
Community Hubs Strategy	Establishing the Authority's 4 Customer First Centres as Community Hubs	A strategy, agreed by Cabinet, setting out a shared vision for Community Hubs in North Tyneside and an action plan for next steps.	Ongoing
Customer Service Improvement Framework	Services reviews to drive continuous customer service improvement	Targeted service reviews, to ensure we deliver services in line with the customer promise and are maximising digital innovation and undertaking appropriate workforce planning	Ongoing
Caring and Resilient Workforce	How Trauma Informed Practice can be applied across the organisation	Our approach to wellbeing will increase its focus towards a "we care" model incorporating compassionate leadership and trauma informed practice	Ongoing
Digital Skills Plan	Improving the digital skills of our workforce to deliver customer focused services	Creation of a digital skill training plan and the resources to deliver it	Complete
Manager's Customer Promise Days	Senior leaders working with teams, to see how the Customer Promise is delivered	Agreed approach and schedule for full day sessions for SLT and Tier 3 managers to spend time with 'different' teams and customers	Ongoing
Corporate Branding	A consistent brand for the Council, both internally and externally	To provide consistency to all internal templates, digital communication, and any printed material the Council produces and to assess signage at the 4 customer service centres to put a proposal together to provide a uniform offering.	Ongoing

Better Letters	Improving the quality, consistency of customer letters, to show we listen, and we care	Establishing a framework which will help to improve the quality of letters sent to our customers <ul style="list-style-type: none"> <li>• Agreed tone of voice guide</li> <li>• Training</li> <li>• Letter consultancy service</li> <li>• Support and guidance for mass communications</li> <li>• Tailored support for current letters</li> </ul>	Ongoing
Spirit of North Tyneside 2022	The Elected Mayor's annual Programme to celebrate great customer and community service	Annual award scheme to celebrate great team and community service. Celebration of national customer service's week Review the previous year's approach and use it to inform the next years	Complete
Remote Worker communication	Ensuring all employees have access to organisational information and communication	Provide a safe accessible social media presence that people can access from their own device Provide an accessible area for people to access key policies and procedures that is accessible from their own device Physical PCs available to people across our estates for training and development For those that want to, provide a council log in and email that can be used on their own device	Complete Complete Ongoing Ongoing
Digital Direct Debits	Introducing digital direct debits to deliver a swift, paper-free service.	To attain AUDDIS accreditation and digitise the processing of direct debits between NTC and banks, with a second Phase to digitise the process for customers	Ongoing
Cashless Payments for schools	A system for families to pay for school meals, including by debit and credit card.	Replace the current school meals IT system for receiving payments from families with a new IT system that will ensure that all payments are cashless	Complete
Contact Directory	Online, internal directory cataloguing staff contact details.	Amalgamating a number of internal contact directories to create a single solution	Ongoing

SEND Information, Advice and Support Service (SENDIASS) website	Create content and agree plan for ongoing updates to SENDIASS website.	Launch a SENDIASS website, independent of NTC's website	Ongoing
Digital Inclusion	A full assessment of what we know about needs and barriers and an ambition and action plan across partners to deliver solutions	A full assessment of what we know about needs and barriers and an ambition and action plan across partners to deliver solutions  Consider Phase Two People's Network	Ongoing
Customer Relationship Management	Establish a unified IT system for capturing key customer information AND improve the way we manage corporate customer and Elected Member enquiries and feedback	Establish the Customer First Office  Procure and implement new CRM IT system foundations  Agree Phase One roll out of CRM IT	Complete Ongoing Ongoing
Appointment Booking System	Enable services to offer appointments	Assess options and provide a tested Authority wide solution and guidance, to set up customer appointments within a service	Ongoing
Real time Customer feedback	Developing mechanisms to capture feedback from customers of their experience of council services.	Assess options and provide a tested Authority wide solution and guidance, to set up real-time customer feedback within a service	Ongoing
Family Information Directory	Deliver an improved website providing information about childcare services in North Tyneside.	Deliver an improved website providing information about childcare services in North Tyneside.	Closed
People's Network refresh	Review and replacement of the People's Network computers in CFC's and Libraries.	Review and replacement of the People's Network computers in CFC's and Libraries.	Closed
SIGN Directory	Partnership approach to a new online community resource, Living Well North Tyneside, for residents.	Launch Living Well and transfer to VODA	Closed
Leisure Service Kiosks	Improving member services and income	Install replacement kiosks in leisure centres	Closed

	management within leisure services.		
Leisure Service Bookings	Improving member services and income management within leisure services.	Upgrade to Leisure Hub. Improved functionality for online booking of Leisure services, spaces, and swimming lessons. It will also enable customers to set up direct debits for membership and pay for classes, etc.	Ongoing
Review of NTC website	Review useability of website and life span of Content Management System.	Assessment of current web offering and agree scope of re-platform Re-platform website Prioritised list of enhancements formulated	Complete Ongoing Ongoing
SEND Local Offer website	Improving the content and useability of the SEND Local Offer website through co-production and redesign.	Engagement with children and families on content and useability Development of updated content with children and families Information owners defined to maintain content and accuracy	Closed
Unified System for Housing	Deliver a system to ensure transfer of data and information between all Housing, Construction, Asset, Property services and Strategic Investment services to improve customer service and service delivery	Implement the Unified Housing system	Ongoing
Feedback Culture	Assessing and communicating the way the organisation encourages and acts on employee feedback.	Mapping current feedback analysis Gap analysis Articulate and communicate the current feedback mechanisms Agree ongoing ownership	Complete Complete Complete Ongoing
Staff Eyes and Ears Tool	Developing a mechanism for staff to report local issues quickly and easily into services.	Scope and carry out a proof of concept Feedback to Programme Board and SLT for agreement on next steps	Closed
Environmental Services Allocation and Monitoring system	Deliver a system to support receipt, scheduling and allocation of requests from customers, including in-cab technology.	Digitising the scheduling, allocation, and monitoring of works, for street cleansing grounds maintenance and waste management	Ongoing

Enhancement of Modern.gov	Working with Elected Members to maximise the use and benefits of the Modern.gov application.	Working with Elected Members to maximise the use and benefits of the Modern.gov application Initial Phase is to agree the scope of this change activity	Not started
Expectations of our customers	Our approach to supporting customer and staff when customers display challenging behaviour.	Producing guidance that builds on our Customer Promise and supports our teams and customers when faced with challenging behaviour Develop and deliver bespoke training for library teams and evaluate and agree continued offering	Closed

## Appendix D – Programme Documentation

Change control or change activity closure, is managed by the Programme Board, with other Programme management products, used to track, monitor and report progress. These are described below:

Document(s)	Description	Frequency of update	Audience
Scope	Defined and agreed scope for each change activity, including owner and timescale	On change	Board Workstream Change activity
Benefit framework	Detailed plan and approach for how benefits will be measured and tracked for Programme and specific change activities	On change	Board Workstream
Product table	Programme and change activity products are documented – what the Programme and each change activity will / has produced.	Quarterly and/ or on change activity closure	Board Workstream
Change control documents	Three reports proposing a new change activity, a change to a change activity or the closure of a change activity to Board.	As required	Board Workstream Change activity
Reporting dashboards	Workstream and change activity dashboards track progress and provide assurance	Monthly/ quarterly	Board Workstream Change activity
Benefit schedule	Schedule for when benefits will be realised	Monitored quarterly	Board Workstream
Risk documents	Risk log and highlight report to identify and risks and mitigating actions for workstream and Board	Monthly/ quarterly	Board Workstream
Action and decision log	Record of all actions and decisions made	Monthly/ quarterly	Board Workstream
End of Phase review documents	Scheduled review of activities within the Programme and sign off by Cabinet	Aligned to MTFP (annually)	Board Workstream



## Appendix E – High Level Programme Benefits

Programme Enablers (Since start of Phase 2 of Programme)	Programme Benefits	Benefit ID	Benefit Category	Benefit Priority	End Benefit	Organisational Objective
<i>Change activities; projects, new capabilities</i>	<i>A gain or improvement</i>		<i>Cost, Satisfaction, Efficiency</i>	<i>1 - Lower impact 5 - Higher impact</i>	<i>Strategic Programme Benefit</i>	
1) Customer Promise 2) Community Hub strategy 3) A capable and resilient workforce development Programme 4) A workforce digital skills Programme 5) Manager Customer Promise days 6) Customer service improvement framework reviews 7) Training and support for managing challenging customer behaviour	Increase in customer satisfaction	CP01	Satisfaction	5	Improved customer service standards across all Authority services, (CP)	<b>Build A Thriving North Tyneside</b>
	Increase in employee satisfaction	CP02	Satisfaction	4		
	Increase in employee digital capability	CP04	Efficiency	3		
	Decrease in operating costs of delivering services	CP06	Cost	3		
	Improved use of organisational assets	CP08	Efficiency	3		
	Increase in digital customer transactions	CP07	Efficiency	5		
8) Consistent internal and external branding 9) Better customer letters 10) Remote worker access 11) The Elected Mayor's SNT Programme celebrating great customer and community service 12) Cashless school meal payments 13) Enhanced direct debit offer 14) Contact directory	Increase in customer satisfaction	CP01	Satisfaction	5	Improved clarity, quality, and consistency of the hundreds of small, but vital, impressions the Authority makes, in communication and branding (BB)	<b>Create A Caring North Tyneside</b>
	Increase in digital customer transactions	CP07	Efficiency	5		
	Increase in employee satisfaction	CP02	Satisfaction	4		

Programme Enablers (Since start of Phase 2 of Programme)	Programme Benefits	Benefit ID	Benefit Category	Benefit Priority	End Benefit	Organisational Objective
15) An online family information directory for childcare services 16) An online independent SENDIASS website 17) A co-produced SEND local offer website 18) An digital inclusion action plan to address needs identified in Equally Well 19) The People's Network computers in libraries are reviewed and replaced 20) New kiosks for leisure services 21) New membership and payment systems for leisure services 22) Customer First Team and new CRM System 23) An appointment booking system for customers 24) A digital system for real-time customer feedback 25) A council website that meet the needs of users and encourages more customers to self-serve 26) Implementation of Living Well North Tyneside	Increase in customer satisfaction	CP01	Satisfaction	5	Improved services which are designed and delivered around the needs of our customers (CF)	<b>Ensure A Family Friendly North Tyneside</b>
	Increased Elected Member satisfaction with the support and services they receive	CP03	Satisfaction	4		
	More residents have essential digital skills and access to digital services	CP05	Efficiency	4		
	Increase in digital customer transactions	CP07	Efficiency	3		
	27) An integrated system for housing repairs/assets 28) Employee feedback mechanisms to support improvements in customer service 29) An 'eyes and ear' reporting system for colleagues to report Borough issues which require council action 30) Improvements to Modern.gov 31) A new work's management system for Environmental Services	Increase in customer satisfaction	CP01	Satisfaction		
Increase in employee satisfaction		CP02	Satisfaction	4		
Increased Elected Member satisfaction with the support and services they receive		CP03	Satisfaction	4		
Increase in employee digital capability		CP04	Efficiency	3		
Decrease in operating costs of delivering services		CP06	Cost	3		
Increase in digital customer transactions		CP07	Efficiency	5		

## Appendix F – Deliverable’s log

Those shaded have been closed and completed in Phase Two.

ID <i>(Deliverable Product #)</i>	Workstream	Change Activity	Product Deliverables	ONT Theme	Lead Officer	Timescale	Status and comment
DPD01	Customer Promise	Caring and Resilient Workforce	Document that assesses the learning from the pilot in childrens social care	Caring	Louise Robson	31-Mar-23	In progress
DPD02	Customer Promise	Caring and Resilient Workforce	Ways of working development group	Caring	Louise Robson	31-Mar-24	In progress
DPD03	Customer Promise	Community Hubs Approach	Produce a needs assessment for each locality	Thriving	Haley Hudson	30-Sep-22	Complete
DPD04	Customer Promise	Community Hubs Approach	Strategy for future hubs established	Thriving	Haley Hudson	31-Dec-22	In progress
DPD05	Customer Promise	Customer Service Improvement Framework	Documented process for completing a service review	Thriving	Steve Rigden	31-Mar-22	Complete
DPD06	Customer Promise	Customer Service Improvement Framework	Schedule of reviews to be completed	Thriving	Steve Rigden	01-Dec-22	In progress
DPD07	Customer Promise	Customer Service Improvement Framework	Completed reviews with feedback for each service	Thriving	Steve Rigden	31-Mar-24	In progress
DPD08	Customer Promise	Digital Skills Plan	New staff recruited to help with digital skills across the authority	Thriving	Helen McMahon	30-Nov-21	Complete
DPD09	Customer Promise	Digital Skills Plan	A new training offering around digital skills	Thriving	Helen McMahon	31-Mar-22	Complete
DPD10	Customer Promise	Digital Skills Plan	Digital support offering from all staff to resident in the community	Thriving	Helen McMahon	30-Jun-22	Complete

ID (Deliverable Product #)	Workstream	Change Activity	Product Deliverables	ONT Theme	Lead Officer	Timescale	Status and comment
DPD11	Customer Promise	Integrate the Customer Promise into Key Processes	Customer Promise posters	Caring	Louise Robson	30-Sep-21	Complete
DPD12	Customer Promise	Integrate the Customer Promise into Key Processes	Customer Promise I postcards	Caring	Louise Robson	30-Sep-21	Complete
DPD13	Customer Promise	Integrate the Customer Promise into Key Processes	Production of a training and induction session to introduce new and existing colleagues to the promise	Caring	Ruth Barfoot	30-Oct-21	Complete
DPD14	Customer Promise	Integrate the Customer Promise into Key Processes	Updating recruitment and selection process	Caring	Louise Robson	30-Oct-21	Complete
DPD15	Customer Promise	Integrate the Customer Promise into Key Processes	Training programme for staff	Caring	Ruth Barfoot	31-Mar-23	In progress
DPD16	Customer Promise	Manager Customer Promise Days	Schedule of visits for SLT and Tier 3 managers to visit teams	Caring	Stacey Watts	30-Jun-22	Complete
DPD17	Customer Promise	Manager Customer Promise Days	Feedback report from the Managers CP days	Caring	Stacey Watts	31-Dec-22	Not started
DPD18	Brilliant Basics	Better Letters	Training course for communication and letter writing in line with the principles employed by the CFO	Caring	Steve Rigden	30-Jun-22	Complete

ID (Deliverable Product #)	Workstream	Change Activity	Product Deliverables	ONT Theme	Lead Officer	Timescale	Status and comment
DPD19	Brilliant Basics	Better Letters	Process established for high profile and mass coverage letters	Caring	Steve Rigden	30-Jul-22	Complete
DPD20	Brilliant Basics	Better Letters	Letter consultancy service established	Caring	Steve Rigden	30-Jul-22	In progress Consultation has already taken place on several letters with a view to make this service a fixed offering.
DPD21	Brilliant Basics	Better Letters	Amended letters returned to services	Caring	Steve Rigden	30-Nov-22	In progress Consulted with 7 service areas to date with more planned for Phase Three
DPD22	Brilliant Basics	Cashless Payments for Schools	ParentPay system in place	Family-Friendly	Karon Bell	30-Sep-21	Complete
DPD23	Brilliant Basics	Cashless Payments for Schools	Communications plan	Family-Friendly	Karon Bell	30-Sep-21	Complete
DPD24	Brilliant Basics	Cashless Payments for Schools	New equipment rolled out	Family-Friendly	Karon Bell	31-Jan-22	Complete
DPD25	Brilliant Basics	Contact Directory	New centralised contact directory for staff and customers	Thriving	Craig Wilson	30-Sep-22	Complete
DPD26	Brilliant Basics	Contact Directory	Comms plan to promote the new directory internally (possibly externally too)	Thriving	Craig Wilson	30-Sep-22	Complete

ID (Deliverable Product #)	Workstream	Change Activity	Product Deliverables	ONT Theme	Lead Officer	Timescale	Status and comment
DPD27	Brilliant Basics	Contact Directory	Document and map starters, leavers and movers process	Thriving	Craig Wilson	30-Dec-22	In progress
DPD28	Brilliant Basics	Corporate Branding	Corporate branding guidelines document	Thriving	Harry Wearing	31-Dec-20	Complete
DPD29	Brilliant Basics	Corporate Branding	Focus group testing and material amnesty	Thriving	Harry Wearing	30-Jun-22	In progress Awaiting products from external supplier
DPD30	Brilliant Basics	Corporate Branding	Suite of template tools to encourage corporate branding	Thriving	Harry Wearing	30-Jul-22	In progress Awaiting products from external supplier
DPD31	Brilliant Basics	Corporate Branding	Develop guidance for construction, works and road signage	Thriving	Harry Wearing	30-Sep-22	In progress
DPD32	Brilliant Basics	Corporate Branding	Develop guidance for buildings, such as décor, floor covering, noticeboards, wall colours, etc	Thriving	Harry Wearing	30-Sep-22	In progress
DPD33	Brilliant Basics	Corporate Branding	Publish and embed the finished branding guidelines	Thriving	Harry Wearing	31-Mar-23	In progress
DPD34	Brilliant Basics	Corporate Branding	Building audit findings report	Thriving	Harry Wearing	TBC	In progress
DPD35	Brilliant Basics	Digital Direct Debit Application	New module implemented for ASH debtors	Secure	Colin Strutt	30-Sep-22	In progress Complications with contracts means this timescale is at risk.

ID (Deliverable Product #)	Workstream	Change Activity	Product Deliverables	ONT Theme	Lead Officer	Timescale	Status and comment
DPD36	Brilliant Basics	Digital Direct Debit Application	AUDDIS accreditation	Secure	Colin Strutt	28-Feb-22	Complete
DPD37	Brilliant Basics	Remote Worker Communication	PC rollout at specific sites for front line staff	Thriving	Helen McMahon	30-Sep-22	In progress Pilot sites will be up and running by the deadline
DPD38	Brilliant Basics	Remote Worker Communication	Routes of access to corporate communications via Facebook and learning pool in place	Thriving	Helen McMahon	31-Mar-22	Complete
DPD39	Customer First	Remote Worker Communication	Further routes of access to corporate communications via email and teams	Thriving	Helen McMahon	01-Nov-22	In progress
DPD40	Brilliant Basics	Spirit of North Tyneside Award Scheme	Review of celebration events during 2021	Caring	Stacey Watts	30-Nov-21	Complete
DPD41	Brilliant Basics	Spirit of North Tyneside Award Scheme	Delivery plan for celebrations	Caring	Stacey Watts	30-Nov-21	Complete
DPD42	Brilliant Basics	Spirit of North Tyneside Award Scheme	Proposal and approach for celebration activities and events 2022 onwards	Caring	Stacey Watts	31-Jan-22	Complete
DPD43	Customer First	Appointment Booking system	Appointment booking software available for services that need it	Thriving	Steve Rigden	31-Jan-22	Complete
DPD44	Customer First	Appointment Booking system	Processes standardised for setting up new booking services	Thriving	Steve Rigden	30-Jun-22	Complete
DPD45	Customer First	Appointment Booking system	Video guides available on the IT knowledge hub	Thriving	Steve Rigden	31-Aug-22	Complete
DPD46	Customer First	Appointment Booking system	Link to adult social care online booking page available	Thriving	Steve Rigden	30-Sep-22	In progress On track to be completed

ID (Deliverable Product #)	Workstream	Change Activity	Product Deliverables	ONT Theme	Lead Officer	Timescale	Status and comment
DPD47	Customer First	Childcare Information Directory	New database of services available in the borough	Family-Friendly	Karon Bell	31-Mar-21	Complete
DPD48	Customer First	Childcare Information Directory	Comms plan to promote the new directory	Family-Friendly	Karon Bell	31-Mar-21	Complete
DPD49	Customer First	Customer Relationship Management	Customer First Office established	Thriving	Haley Hudson	31-May-22	Complete
DPD50	Customer First	Customer Relationship Management	New system live	Thriving	Haley Hudson	31-Oct-23	In progress
DPD51	Customer First	Digital Inclusion	Standalone section in the health and wellbeing strategy	Thriving	Ruth Barfoot	31-Jan-22	Complete
DPD52	Customer First	Digital Inclusion	Evaluation of current digital offering locally	Thriving	Ruth Barfoot	31-Aug-22	Complete
DPD53	Customer First	Digital Inclusion	Local data analysis of current need	Thriving	Ruth Barfoot	30-Oct-22	Delayed due to high response rates
DPD54	Customer First	Digital Inclusion	Framework for digital inclusion created and engagement undertaken	Thriving	Ruth Barfoot	30-Nov-22	In progress
DPD55	Customer First	Digital Inclusion	Strategy and Action plan to tackle digital inclusion	Thriving	Ruth Barfoot	31-Mar-23	Not started
DPD56	Customer First	Leisure Services Bookings and Kiosks	Updated kiosks to support self-serve for members	Thriving	Bev Smith	28-Feb-21	Complete
DPD57	Customer First	Leisure Services Bookings and Kiosks	Upgraded leisure bookings software	Thriving	Bev Smith	30-Aug-23	Not started
DPD58	Customer First	People's Network Refresh	New PCs across all sites	Family-Friendly	Louanne Mullarkey	31-Jan-22	Complete



ID (Deliverable Product #)	Workstream	Change Activity	Product Deliverables	ONT Theme	Lead Officer	Timescale	Status and comment
DPD59	Customer First	People's Network Refresh	Comms plan to promote new devices	Thriving	Louanne Mullarkey	31-Jan-22	Complete
DPD60	Customer First	Real-Time Customer Feedback	Implement system across services	Caring	Steve Rigden	30-Sep-22	In progress and on track
DPD61	Customer First	Real-Time Customer Feedback	Service dashboard	Caring	Steve Rigden	31-Dec-22	In progress
DPD62	Customer First	Review of NTC Website	Review of current content on the website	Thriving	Craig Wilson	30-Nov-22	In progress
DPD63	Customer First	Review of NTC Website	Refreshed website	Thriving	Craig Wilson	30-Nov-22	In progress
DPD64	Customer First	SEND Local Offer	Plan and schedule for content owners and updates	Family-Friendly	Toni McMullan	31-Jul-21	Complete
DPD65	Customer First	SEND Local Offer	Updated website/ Improved content on website	Family-Friendly	Toni McMullan	31-Mar-22	Complete
DPD66	Customer First	SENDIASS website	Plan for content creation	Family-Friendly	Amanda Durrant	28-Feb-22	Complete
DPD67	Customer First	SENDIASS website	Communication plan for customers	Family-Friendly	Amanda Durrant	30-Sep-22	Delayed due to team capacity
DPD68	Customer First	SENDIASS website	Website offering SENDIASS advice and information	Family-Friendly	Amanda Durrant	30-Sep-22	Delayed due to team capacity
DPD69	Customer First	SIGN Directory	Communication and Marketing plan for customers	Thriving	Ruth Barfoot	31-Jul-21	Complete
DPD70	Customer First	SIGN Directory	New website featuring service directory	Thriving	Ruth Barfoot	31-Oct-21	Complete
DPD71	Better Never Stops	Enhancement of Modern.gov	Modern.gov system enhancements go live	Secure	Alison Mitchell	TBC	Not started

ID (Deliverable Product #)	Workstream	Change Activity	Product Deliverables	ONT Theme	Lead Officer	Timescale	Status and comment
DPD72	Better Never Stops	Enhancement of Modern.gov	Training support for Members	Secure	Alison Mitchell	TBC	Not started
DPD73	Better Never Stops	Environmental Services Allocation and Monitoring System	Scoping document produced to show what is needed	Green	Neil Hodgson	30-Nov-22	Complete
DPD74	Better Never Stops	Environmental Services Allocation and Monitoring System	System purchased and successfully implemented	Green	Neil Hodgson	30-Mar-23	In progress
DPD75	Better Never Stops	Expectations of Our Customers	Unacceptable behaviour poster(s)	Family-Friendly	Ruth Barfoot	31-Dec-21	Complete
DPD76	Better Never Stops	Expectations of Our Customers	Unacceptable behaviour guide	Family-Friendly	Ruth Barfoot	28-Feb-22	Complete
DPD77	Better Never Stops	Expectations of Our Customers	Staff training/ development workshop	Family-Friendly	Ruth Barfoot	30-Apr-22	Complete
DPD78	Better Never Stops	Feedback culture	Mapping current mechanisms to give and receive feedback	Thriving	Ruth Barfoot	31-Mar-22	Complete
DPD79	Better Never Stops	Feedback culture	GAP analysis to identify whats missing	Thriving	Ruth Barfoot	30-Apr-22	Complete
DPD80	Better Never Stops	Feedback culture	Developing a consistent way for colleagues to give and receive feedback in relation to our customer promise	Thriving	Ruth Barfoot	30-Sep-22	Change activity to be merged with Eyes and Ears Part Two, within Phase Three
DPD81	Better Never Stops	Integrated system for Housing Repairs/Assets	New Housing system(s) implemented	Green	Ian Walton	31-Dec-23	In progress

<b>ID</b> <i>(Deliverable Product #)</i>	<b>Workstream</b>	<b>Change Activity</b>	<b>Product Deliverables</b>	<b>ONT Theme</b>	<b>Lead Officer</b>	<b>Timescale</b>	<b>Status and comment</b>
DPD82	Better Never Stops	Integrated system for Housing Repairs/Assets	Customer portal successfully implemented	Green	Ian Walton	31-Dec-23	In progress
DPD83	Better Never Stops	Staff Eyes and Ears Tool	Pilot (Business) case and scope	Thriving	Toby Hartigan-Brown	31-Mar-22	Complete
DPD84	Better Never Stops	Staff Eyes and Ears Tool	Review of pilot findings	Thriving	Toby Hartigan-Brown	30-Apr-22	Complete
DPD85	Better Never Stops	Staff Eyes and Ears Tool	Specification for system to capture reporting	Thriving	Toby Hartigan-Brown	30-Apr-22	Complete
DPD86	Better Never Stops	Staff Eyes and Ears Tool	Scope for wider deployment internal/external	Thriving	Toby Hartigan-Brown	30-Apr-22	Complete

## Appendix G – Phase Three Change Activities

The 23 change activities for Phase Three of the Programme are listed below. The description, scope, and timescale are included for each for Phase Three.

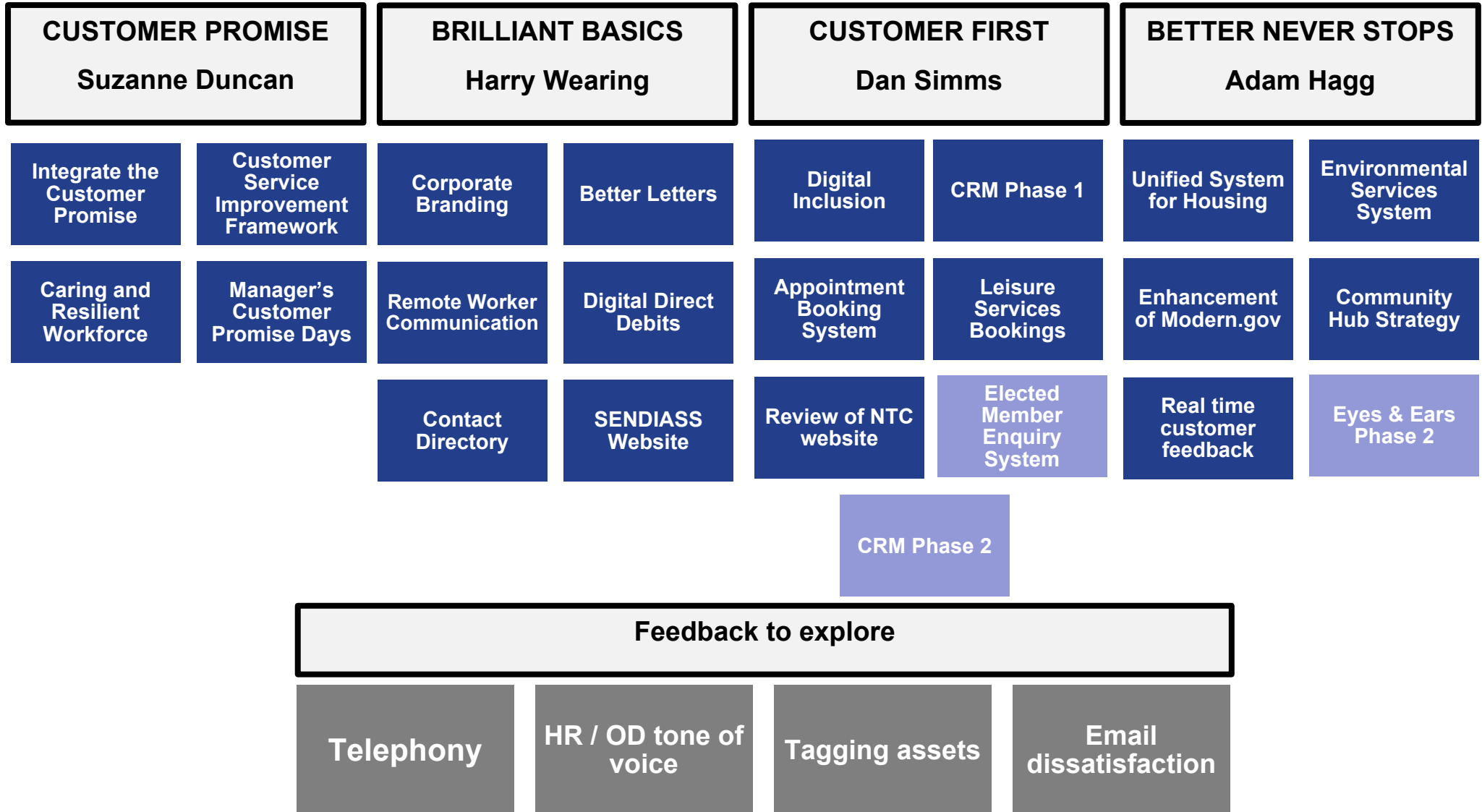
Priority Description	Change Activity	Current Change Activity Description	Planned End Date of Change Activity
Our customer service standards, set out in the Customer Promise, will continue to be embedded within teams, supported by the delivery of a dedicated training Programme.	Integrate the Customer Promise into key processes	Developing and launching an organisation wide customer service training programme.	Mar-23
		Ensuring teams and services recognise how they deliver our Customer Promise	Mar-24
A customer service improvement framework will assess how the customer service standards are delivered within services.	Customer Service Improvement Framework	Targeted service reviews, to ensure we deliver services in line with the customer promise and are maximising digital innovation and undertaking appropriate workforce planning	Mar-24
	Caring and Resilient Workforce	Our approach to wellbeing will increase its focus towards a “we care” model incorporating compassionate leadership	Mar-24
The Senior Leadership Team (SLT) and Tier 3 managers will spend time in teams understanding how they deliver the Customer Promise.	Manager’s Customer Promise Days	Review of full day sessions undertaken by SLT and Tier 3 managers  Agreement for future approach	Dec-22
Ensuring our buildings, vehicles, corporate workwear, and the way we communicate with customers are consistent and of a good standard. A focus on how our branding can improve the way customers see us, interact with us and understand the services available to them.	Corporate Branding	To provide consistency to all internal templates, digital communication and any printed material the council produces and to assess signage at the 4 CFCs to put a proposal together to provide a uniform offering.	Mar-24
	Better Letters	Establishing a framework which will help to improve the quality of letters sent to our customers <ul style="list-style-type: none"> <li>· Tone of voice guide</li> <li>· Training</li> <li>· Letter consultancy service</li> <li>· Support and guidance for mass communications</li> <li>· Tailored support for current letters</li> </ul>	Mar-24
Digital solutions to support our teams to get connected and stay connected with each other will be rolled out further and tools to improve the way we work together to support customers will	Remote Worker communication	Physical PCs available to people across our estates for training and development For those that want to, provide a council log in and email that can be used on their own device	Oct-22

Priority Description	Change Activity	Current Change Activity Description	Planned End Date of Change Activity
be developed, with a focus on how they pay for things and find the information they need.	Digital Direct Debits	To attain AUDDIS accreditation and digitise the processing of direct debits between NTC and banks, with a second phase to digitise the process for customers	TBC
	Contact Directory	Amalgamating a number of internal contact directories to create a single solution	Mar-23
	SENDIASS website	Launch a SENDIASS website, independent of NTC's website	TBC
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.	Digital Inclusion	A Digital Inclusion Framework supports a borough wide Strategy and Action Plan and is based on robust localised data and engagement.	Mar-23
Responding to what our customers are telling us, making significant improvements to our online offer and providing increased and easier routes for reporting issues.	Customer Relationship Management Phase 1	Development of the Customer First Office	Mar-23
	Customer Relationship Management Phase 2	Implement new CRM IT system across the Authority Agree phase 2 roll out of CRM IT	Oct-22 Mar-23
	Appointment Booking System: Enable services to offer appointments	Assess options and provide a tested Authority wide solution and guidance, to set up customer appointments within a service	Dec-22
	Leisure Service Bookings: Improving member services and income management within leisure services.	Upgrade to Leisure Hub. Improved functionality for online booking of Leisure services, spaces and swimming lessons. It will also enable Customers to set up direct debits for membership and pay for classes, etc.	Aug-23
	Review of NTC website	Re-platform website Prioritised list of enhancements formulated	Mar-23
Continuing to listen and respond to customer views and needs, through a 'best in class' Elected Member enquiry service.	Member Enquiry system	A system to support Elected Members to raise their enquiries, the CFO and other teams to administrate and reply to the enquiries and making sure the information is available for each Member to support their work.	Mar-23

Priority Description	Change Activity	Current Change Activity Description	Planned End Date of Change Activity
Enhancing the use of Modern.gov to give Elected Members the best tools to support them in their role.	Enhancement of Modern.gov	Working with Elected Members to maximise the use and benefits of the Modern.gov application to help them in their democratic role	TBC
A clear ambition for Community Hubs, focussing on how we make best use of our main customer facing buildings and how we work with partners to address local need.	Community Hubs Strategy	A strategy, agreed by Cabinet, setting out a shared vision for Community Hubs in North Tyneside and an action plan for next steps.	Dec-22
Large and significant IT systems focussed on how we manage our housing and environmental services to improve customer experience and value for money.	Implement the unified housing system.	Deliver a system to ensure transfer of data and information between all Housing, Construction, Asset, Property services and Strategic Investment services.	Apr-24
	Environmental Services Allocation and Monitoring system	Digitising the scheduling, allocation and monitoring of works, for street cleansing grounds maintenance and waste management. A system to support receipt, scheduling and allocation of requests from customers, including in-cab technology.	Mar-24
Feedback from customers and colleagues will support us to make improvements to how we work with customers; identifying things we need to fix and improve.	Eyes and Ears Phase Two	Creating a mechanism for teams to report things that are not up to the standards in our customer promise and have a way of getting involved in their improvement.	Mar-23
	Real time Customer feedback	Assess options and provide a tested Authority wide solution and guidance, to set up real-time customer feedback within a service	Dec-22

## Appendix H – Phase Three Change Activity summary

The 23 change activities for Phase Three of the Programme are shown below, arranged in their respective workstreams.



## Appendix I – Phase Three Programme Board Membership

Name	Service Area	Role
Cllr Carl Johnson	Deputy Mayor / Lead Cabinet Member Corporate Strategy	Co-Chair
Haley Hudson	Customer Service and Digital Strategy Manager	Co-Chair
Jacqueline Laughton	Deputy Chief Executive	Director Customer Services (Assistant Chief Executive)
To be confirmed	Elected Member	Elected Member lead
Adam Hagg (BNS)	Customer Interface and Service Improvement Manager	Better Never Stops Workstream lead
Suzanne Duncan (CP)	Senior Manager (HR)	Customer Promise Workstream lead
Daniel Simms (CF)	Senior ICT Manager (Chief Information Officer)	Customer First Workstream lead
Harry Wearing (BB)	Senior Manager Communications and Marketing	Brilliant Basics Workstream lead
To be confirmed	Tier 3 Manager	Environmental Services
To be confirmed	Tier 3 Manager	Health, Education, Care and Safeguarding Management
Victoria Soulsby	Senior Risk Advisor	Risk lead
Claire Emmerson	Senior Manager Financial Planning & Strategy	Finance lead
Rachel Hegarty	Head of People and Organisational Development	Human Resource and Organisational Development lead
Stephen Rigden	Customer Improvement Manager	Programme Team
Ruth Barfoot	Customer Improvement Manager	Programme Team
Anne Foreman	Policy & Performance Manager	Equality and Diversity lead







**We listen, we care**  
– our Customer Promise



Find out what you  
can expect, every time  
you contact North  
Tyneside Council by  
scanning the QR code.