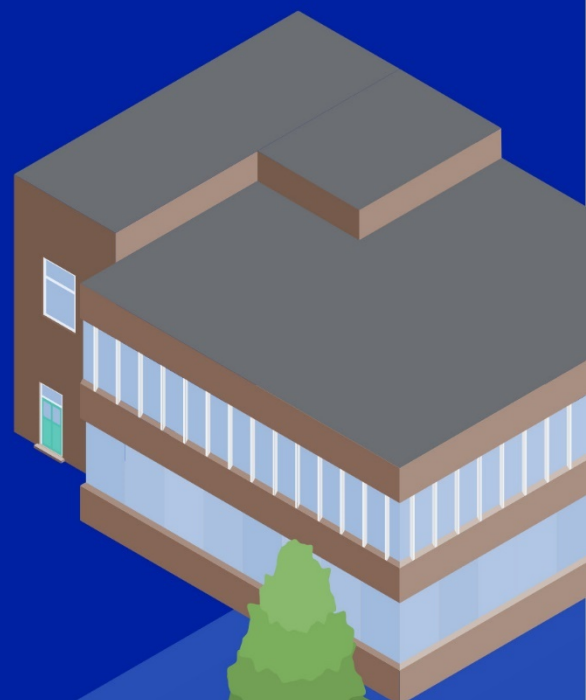


Customer Service Programme:

End of Programme Review

2019 – 2024



North
Tyneside
Council

Contents

1. Foreword	3
2. Background and Purpose	5
3. About the End of Phase Three review	6
4. Programme Management	7
5. What the Programme has Delivered	12
6. Customer Service and Experience Now	20
7. Learning and Reflection	22
8. What the End of Phase Review Identified as the Next Steps	24
9. End of Programme Assessment	26
Appendix 1 – Programme governance structure	27
Appendix 2 – Programme change activity scope	28
Appendix 3 – Programme products	35
Appendix 4 – Programme management products	42
Appendix 5 – Programme Board and Workstream members	43
Appendix 6 – Programme risks	46
Appendix 7 – Benefit Framework	47
Appendix 8 – Programme Benefit plan	48
Appendix 9 – Programme Benefit schedule and tracker	50
Appendix 10 – End of Programme position	53

1. Foreword

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



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



We are delighted to introduce the Customer Service Programme – we listen, and we care, End of Programme review. The Programme is in its fourth year, and third and final Phase.

The Programme was designed to review and improve customer service delivered by the Authority and its partners, and to demonstrate two of the organisation's values of 'we listen' and 'we care'. The work of the Programme has been driven by the Elected Mayor, and informed by the experiences and feedback from customers, colleagues and Elected Members throughout.

The report will highlight how the Programme has made improvements to the way the Authority works for its customers, from long term cultural and organisational change, medium term improvements to ways of working and technology, and short-term activities that 'just made sense' to do.

The Programme has been delivered in the context of an extraordinary four-year period, with unprecedented global and national, health, political and economic events.

At the heart of the Programme's work, has been the customer promise, describing the standards of great customer service at North Tyneside Council. Colleagues have engaged in new training, and teams and services have tested their commitment to that promise.

Colleagues report that they have a sense of pride in working for the Authority and serving its customers. More colleagues say that they feel valued, have a good work life balance and are motivated to serve the residents and customers of North Tyneside. The Authority listens and cares for colleagues, not only because it's the right thing to do, but because it knows that healthy, happy, safe, and well supported teams, have a better chance of delivering a great customer experience.

The way the Authority responds to customer experience is changing. The Customer First Office, initially established to respond to customer enquiries during the Covid-19 pandemic, has had a positive impact with customers, teams and Elected Members. The team are there to listen to customer concerns, queries and complaints, either directly, or through an Elected Member enquiry. Corporate complaints from customers have reduced by almost 40% since the start of the Programme.

Digital developments have been central to the way the Authority responds to the changing needs of its customers. Changes to the online tools and systems have improved a range of services to customers, enabling them to do more online; report more issues more easily; book more activities and find better quality information. The Authority also recognises that not all customers are digitally enabled, and the Programme has helped ensure that North Tyneside is an Authority of 'digital by choice'.

Satisfaction of customers contacting the Authority's contact centres are at their highest level for nearly ten years. But customer experience is not just about customer service teams, it's about everything the Authority does.

The Programme has created a shared focus on customer experience across the organisation and with many of the Authority's partners. It has galvanised knowledge, passion and experience for delivering great customer service and experience. It will, however, take continued focus and consistency, to reap all benefits from the Programme.

The Programme's legacy is yet to be tested but, the Authority believes, that this will be long lasting, with many of the tools, systems and new ways of working firmly established. Great customer service and experience is not a destination but a true journey. With clear and substantial progress made against the Programme's four objectives, now feels the right time to end the process of programme management and continue with that journey.

The Authority would like to thank every single person involved in the Programme and every colleague and partner, who has challenged themselves to think differently over the past four years and ask – have I listened, and I have I shown I care?

2. Background and Purpose

Welcome to the Customer Service End of Programme report, setting out the objectives, approach, deliverables and learning of the Authority's Customer Service Programme – 'we listen and we care' which was agreed by Cabinet on 28 May 2019.

2.1 Background

A key theme running through the Our North Tyneside Plan 2022-2025, is to listen to residents and to focus on ensuring that the Authority works better for them.

The motto on the Authority's crest is "we serve" and this is firmly at the core of how the Authority delivers the Our North Tyneside Plan 2022-25 – a promise to serve the people, communities, businesses and visitors across the whole of the Borough.

The total efficiency savings that the Authority had to find at the start of the Programme, due to cuts in funding from central government, was significant. A number of these savings had resulted in changes to the way the Authority was organised and how it delivered services. As a result, the Elected Mayor, Cabinet and the officer team, sought to review and improve the customer service experience delivered by the Authority and its partners, and to really demonstrate an Authority that listened and cared.

To help to shape these plans, the Authority looked at what its customers were saying through the annual Residents Survey. Members and officers have also been out and about across the Borough in the Big Community Conversation 2018, to test with over 500 residents and visitors what they would want their experience of Authority services to be.

In addition, the Authority asked its partner's views through the State of the Area event in October 2018 and tested out ideas with colleagues.

There were a number of themes that emerged, many that required an Authority wide and collective effort, across a wide range of services.

2.2 About the Programme

Local government finance continues to be challenging. However, the Elected Mayor and Cabinet have worked with the Senior Leadership Team over a number of years to maintain a degree of financial stability.

The Programme has been an organisation wide ambition to bring to life the Authority's values – 'we listen' and 'we care'. The Authority understands clearly the cost of not getting customer service and experience right, both in terms of poorer outcomes for customers, and the cost to the organisation in time and resources spent 'fixing things' later. The Programme had the following four parts:

- customer promise
- brilliant basics
- customer focussed services, and
- better never stops – a continuous improvement culture.

Progress and impact of the Programme has been tracked over the last four years and both are detailed in this report.

This report will be reviewed by Cabinet on 18 March 2024, including a recommendation that the activity of programme management closes but that the Authority continues the momentum and work of improving customer experience across the organisation.

3. About the End of Phase Three review

This report is a review of all three Phases of the Authority's Customer Service Programme – 2019 to 2024. This planned review forms part of the governance arrangements for the Programme.

The purpose of this End of Programme review is to:

- reflect on what has been delivered across the whole Programme, all three Phases – celebrate achievements and evaluate learning for the future
- assess if what's been achieved has delivered against the Programme's main objectives
- listen to customer feedback to understand where the Authority is and what further work is needed to continue to improve customer experience
- review programme management arrangements and gather lessons learned, and
- gain appropriate agreement to close the Programme.

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

- the North Tyneside Council Resident survey
- the North Tyneside Council Employee survey
- feedback from the Authority's participation and Engagement services
- Elected Member enquiries
- corporate complaints
- interviews with the Elected Mayor, Lead Cabinet Members and Party Group Leaders
- meetings with senior service management teams across the Authority, and
- an end of Programme workshop 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 18 March 2024.

1. Programme Management

1.1. Approach

The Programme approach aimed to manage and deliver activities that would contribute toward delivery of the Programme's four objectives.

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

The four Programme objectives aimed to deliver eight overarching benefits.

- 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 Decrease in operating costs of delivering services
- CP07 Increase in digital customer transactions
- CP08 Increased optimisation of organisational assets

Benefits were delivered through 35 change activities, established as a Programme Plan. Change activities were managed by four Workstreams.

Progress was tracked by monitoring of the Programme Plan and 28 agreed benefit measures – see Appendix 8.

Appendix 3 provides a list of the products from each change activity within the Programme.

1.1. Programme Leadership

The Customer Service Programme was led by the Deputy Mayor and Lead Cabinet Member for customer service and the Assistant Chief Executive and Director responsible for customer service. The Programme team primarily consisted of the Head of Customer Experience, and a Programme Manager.

The role of the Programme team was to:

- gain agreement for and manage the Programme of work with Cabinet, senior leaders and teams, that demonstrates improvements in customer experience
- directly support services to implement service improvement

- promote best practice and consistency across all services
- understand the quality of services from the customers perspective and provide constructive, but critical challenge to teams
- evidence and communicate the change improvements are making to customers and team to build confidence and momentum, and
- develop, test and learn effective and efficient tools and approaches, to create a lasting approach to change and programme management.

3.1. Programme Governance

Governance arrangements for all Phases of the Programme were agreed by Cabinet at each End of Phase review. This meant there were opportunities throughout, to listen, learn and adapt the way the Programme was governed. Appendix 1 shows the previous and current governance arrangements.

There were a number of changes to the Programme's governance arrangements during Phase Three.

- The four Workstream meetings were merged into two, as the number of change activities reduced.
- The number of Workstream leads reduced from four to two.
- Additional members of the Board were identified in August 2023.

In May 2023, the Programme Board decided to shift the governance of IT specific change activities to IT governance arrangements. This was to reduce the duplication of officer time reporting to more than one central Board (Programme Board and IT Board). The change activities that shifted to IT governance were:

- unified housing system
- environmental services system
- real time customer feedback
- digital direct debits
- appointment booking system
- elected member enquiry system
- leisure services booking system, and
- customer innovation platform.

These change activities continue to be shaped by the Customer Service Programme, ensuring they are built around the needs of customers; reflect the customer promise and commitment to continuous improvement.

3.2. Benefit Realisation

A Benefit Realisation Framework is one of the products developed by the Programme, providing a tool for the Programme and lasting methodology for benefit realisation for the Authority.

A benefit realisation plan for the Customer Service Programme was produced; it set out:

- the intended, measurable benefits for the Programme and how these linked to the Programme's objectives
- how the benefits were to be delivered and by when, and
- how these benefits contributed to the overall strategic objectives of the Authority.

The benefit realisation plan can be viewed in Appendix 9.

The Benefit Realisation Framework was also used to manage benefits for some larger or more complex change activities delivered in the Programme. Additional benefit realisation plans for five change activities were requested by the Programme Board.

The Authority's Internal Audit and Risk Management service provided an internal review of the Benefit Realisation Framework during Phase Three and found it to be *'a useful management tool to monitor programme and project outcomes'*. The audit report of findings suggested that the *'framework has scope to be a valuable tool for the Authority. Having buy-in from senior management, and continued development and utilisation of the framework will help embed the process'*.

3.3. Programme engagement

Over 100 colleagues and partners have been directly involved in the Programme Board, Workstreams or delivery of change activities. Representatives from IT, communities and inclusion, social care, sport, leisure and libraries, regeneration, procurement, public health, equality and diversity, finance and Authority strategic partners, Capita and Equans, were all part of either the Programme Board, Workstreams or both.

This wide involvement produced a rich and varied set of views, each sharing updates about the Programme with their respective service areas, increasing awareness across the organisation. Many have become sustained champions of customer experience across the organisation.

A communication plan providing updates and progress about the Programme to colleagues and partners, has been in place since Phase Two. The Programme Board would agree what information would be shared with different stakeholders, at each of its meetings. This ensured that updates were relevant and timely, but also specific to individual stakeholder needs and interests. It also meant the communication plan was a 'live' document, able to flex to changing developments.

- **Colleagues and teams;** received monthly updates on the work of the Programme through the Authority's main communication bulletin, Teamwork, or directly from their team meetings and managers. How to comment, ask questions or get involved, was a key component of core Programme messaging.

A dedicated Programme intranet page has been available since Phase Two.

End of Phase reviews were used to listen to feedback from colleagues and have helped shape subsequent Phases.

- **Customers;** feedback has driven the Programme's work since inception. Views have been gathered through extensive Borough-wide consultation: the annual Big Community Conversations, Budget Engagement, State of the Area, Resident Survey, and Youth Council sessions.

End of Phase reviews gathered and evaluated customer and stakeholder experiences from customer complaints and Elected Members.

The Programme's benefit realisation plan has tracked key Authority satisfaction measures throughout.

Many individual change activities used service specific customer feedback to deliver change successfully.

Many colleagues, and members of the Programme, are residents in North Tyneside and have first-hand experience of using Authority services, and their insight has helped to shape the direction of the Programme. The Employees as Residents group (EAR) was established in Phase Two to offer views on customer communication and contacting the Authority.

Specific communication about the Programme and its structure was not directly targeted to customers. Instead, customer communication focused on tangible changes from specific change activities.

- **Elected Members;** received regular updates on and shaped the work of the Programme.

Four Lead Elected Members were members of the Customer Service Programme Board, helping challenge and shape the work.

The Authority's: All Member Briefing, Lead Member Briefing and All Member Briefing sessions were used to provide specific updates on the work of the Programme and receive feedback.

Information from Elected Member enquiries have also informed each Phase of the Programme.

Several change activities sought the views and ideas of relevant portfolio or ward Elected Members on specific changes to services, or to gauge feedback from changes already made.

3.4. Programme risk management

The Programme's risk register has tracked all risks across the Programme. Risks were reviewed, assessed, and agreed by Workstream leads at each Workstream meeting, and then again at each Programme Board, with support from the Authority's Senior Risk Advisor.

The risks identified at Programme Board, and their current status, are shown in Appendix 6.

One risk remains open at the point of this End of Stage review. This relates to the ongoing management of benefit realisation measures which will transfer to the Corporate Strategy risk register, where monitoring of Programme benefits will continue in line with the benefit realisation plan.

3.5. Equality and diversity

An Equality Impact Assessment (EqIA) for the Programme was completed in 2023. The aim of the EqIA is to ensure that the changes implemented through the Programme are fair and don't disadvantage or create barriers to participation for any protected groups. The EqIA will be closed as part of Programme close-down arrangements and new EqIA's produced, where needed, in accordance with existing Authority requirements.

4. What the Programme has Delivered

4.1. Programme objectives and benefits

The following information shows deliverables toward the Programme's four objectives, including work completed in the last 18 months, since the second End of Phase review, agreed by Cabinet on 17 October 2022. Progress toward planned benefits and their measures, has also been included.

Customer Promise

Improved customer service standards across all Authority services

- Over 550 new colleagues joining the Authority have been introduced to the customer promise during induction and through refreshed recruitment processes and training; over 1850 colleagues (48%), have completed learning that helps them deliver the promise.
- The customer promise is embedded into every Individual Performance Review (IPR) with colleagues, demonstrating how they deliver the promise and what improvements they will make to customer service in the year ahead. Colleagues are supported to develop and refresh their customer service skills through new customer service training courses.
- Since 2019/20 customer complaints received by the Authority have reduced by over 40%. The Customer First Office have made improvements to the Authority's website to better explain the range of ways customers can raise complaints, report issues, and have them resolved quickly online.



- The Elected Mayor's Spirit of North Tyneside scheme was established to acknowledge and celebrate great customer and community service across North Tyneside. Since its launch in 2020, over 250 residents and groups have been celebrated for their efforts in supporting neighbours and communities, making North Tyneside a great place to live, work and visit. Over 250 colleagues have also been recognised for delivering great customer service.
- The Programme has focused on the support and development of all colleagues and teams, particularly in improving their digital skills and confidence. Over 260 digital online learning resources have been developed, accessed over 4,000 times.
- The people team completed the customer promise test in 2022, which is based on the customer promise and helps teams and services understand how they are delivering the promise, and how they could improve. As a result, they have developed their 'customer first' approach, reviewing, revising and changing the way they work with all colleagues and teams, to improve internal customer experience.

- Customer feedback tells us how much the cultural assets of the Borough are valued by residents, visitors and businesses. A new strategy to further develop the arts and cultural scene in North Tyneside gained Cabinet approval on 22 May 2023.
- A Customer Service Improvement Framework (CSIF) has been developed to support teams and services to re-think the way they deliver services based on customer feedback and experience. Housing and property services have used the CSIF to review and redesign elements of their property, housing and repairs service.
- National Customer Service week has continued to be celebrated throughout the Programme, with increasing numbers of colleagues getting involved, and ultimately giving feedback on what they think great customer service is. Over 1,000 colleagues took part, with 92% showing a good understanding of the customer promise.
- Manager Customer Promise days were introduced in 2022, as part of National Customer Service Week. To date, 50 Managers have spent time with a team outside of their service area, to learn more about what they do and how they deliver the customer promise. This has helped promote positive working relationships as well as cross organisational learning.



- North Tyneside Care Academy was launched with the NHS and care providers in March 2023. It aims to increase, improve and develop the social care workforce in North Tyneside, making it a career of choice and highlighting the benefits of supporting customers with care and support needs.

- 92% of customers contacting customer services are happy with their service and experience, up from 88%, before the Programme started.

Brilliant Basics

Improved clarity, quality and consistency of the small but vital impressions the Authority makes, in communication and branding.

- Customers and colleagues told us that the Authority needed more consistent branding, making it easier to communicate the services available and knowing where to go to for support. New branding has been introduced across the Authority, that spans, web services, signage, letters and much more.
- The Authority's website has been reviewed and improvements made to increase accessibility, with further work underway to ensure it meets customers' needs. British Sign Language (BSL) videos have been added to the website and SIGN Video has also been introduced in Authority buildings, to support Deaf or Hard of Hearing customers.

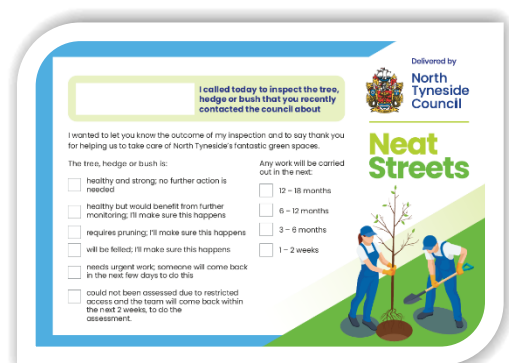
- Improvements have been made to help customers report environmental issues more quickly and easily using their mobile device. The new tools will enable sharing of videos, photos and exact location of issues, so they can be quickly and easily responded to by the Authority's teams.

- A Tone of Voice guide has been produced for use across all services, to improve the consistency and quality of written communication to customers. Over 100 unique letters to customers from a wide range of services, have been improved by applying the standards in the Tone of Voice guide. Training resources have also been developed to ensure continued improvement in this area.

"I've just received the resident's magazine and I wanted to say thank you very much. It's really comprehensive and it's got everything in that I need, I don't think there's a single thing that you've missed, and it looks lovely."

- Customers and Elected Members told us that it was sometimes difficult to get in touch with the right person in the organisation; this was partly due to the status of several digital contact directories. Investment in digital infrastructure has been made, and a new contact directory launched. It has instantly helped improve contact and communication from customers and between colleagues.
- Cashless payments in North Tyneside schools were introduced in 2021 to simplify school meal payments, giving parents and children greater control over how they purchase food in schools. The scheme, which has also reduced the stigma still felt around 'free school meals' has seen £1,607,275 worth of school meals paid for digitally to date.
- Leaflets and other customer documents about the services the Authority and its partners offer, have been catalogued and checked to ensure information is accurate and up to date, making it easier for customers to find and trust information about the services on offer, in whichever format they choose.

- Listening to customers, the Elected Mayor and Cabinet invested £1.5 million in Neat Streets, making neighbourhoods in the Borough cleaner, greener, and safer. Neat Streets includes new staff, vehicles and equipment deployed across North Tyneside.



- Some colleagues told us they wanted greater ease of access to online services such as email, training and policies, to support them in their role and to deliver even better customer service. All colleagues are now able to access online work services from their own device and more computers and tablets have been made available.

- There has been a 20% increase in colleagues who are now fully connected to all services and a 'skills zone' has been created at one of the main Authority buildings, offering 800 colleagues' access to digital training and support.
- Online and digital payments received by the Authority have increased to 98% of all payments received, making it easier and quicker for customers to pay as well as reducing transaction costs.

Customer First

Improved services which are designed and delivered around the needs of customers

- The Customer First Office, initially established to respond to customer enquiries about the Covid-19 pandemic, has had a positive impact with customers, teams and Elected Members. They are there to listen to customer concerns, queries and complaints, either directly, or through an Elected Member enquiry. They manage nearly 9,000 enquires each year and apply a 'customer first' approach to all that they do, aiming to resolve concerns or queries quickly and where needed, saying sorry for any mistakes made.



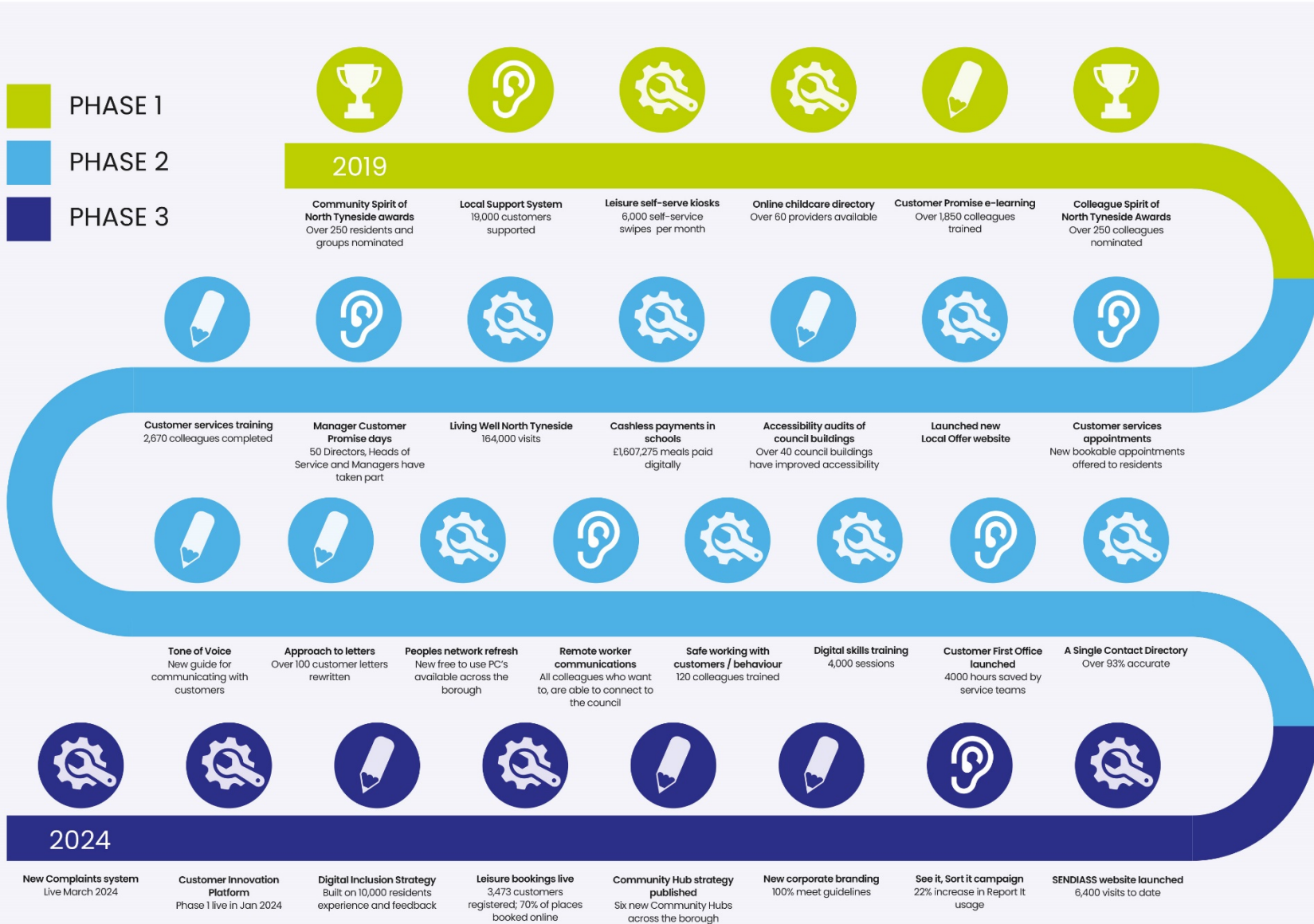
- Developing the digital offer has been central to the Programme, delivering new and improved ways to make it easier for customers to access services, and find information and advice, including:
 - a new Authority wide customer relationship management (CRM) system
 - a new system to effectively manage customer complaints
 - a new childcare directory
 - a new system to better manage and respond to Freedom of Information requests
 - updated Local Officer those with, or supporting, special educational needs and disabilities (SEND), and
 - updated leisure service kiosks to reduce wait times and make booking as easy as possible in leisure centres; 70% of classes and activities are now booked online.
- The Housing and Property Repairs team have introduced videocalls for customers to report repairs needed to their home. This has reduced the overall time it takes to fix some repairs. The approach will be rolled out across other areas, to minimise the time customers wait for services and improving the way they report issues.

Overview of Customer Service Programme



North Tyneside Council

- PHASE 1
- PHASE 2
- PHASE 3



Customer Promise

- 1,850 colleagues trained
- Over ¾ of colleagues know and can explain it
- 4,000 digital skills sessions for colleagues
- 96% of colleagues digitally connected across the organisation

Customer First

- 6 new Community Hubs introduced, supporting local wellbeing Borough wide
- Over 200 letters and leaflets and 3,500 web pages reviewed to ensure they are what customers need and want.
- Over 10,000 residents informed a new Digital Inclusion Strategy

Brilliant Basics

- 94% of Elected Members happy with the support they receive to serve residents
- Corporate complaints almost halved, down by over 400
- 99% of all customer payments made online

Better Never Stops

- Over 400 colleagues leading or involved in customer improvement projects
- 10 new IT systems and websites introduced to better support customers
- Over 90% of the Borough with access to very fast (gigabit) internet services

- A range of support dedicated to children, families and older people has been delivered to residents in North Tyneside over the last few years to reflect the changing needs of communities, including:
 - 8,000 hot meals provided to older residents
 - 729 laptops, 162 4G Wi-Fi devices, and 1600 other devices provided to young people and Schools using Department of Education funding
 - over 63,000 sessions and healthy meals offered to local children in the school holidays
 - £6,962,230 given to eligible households to support with food, like free school meals, energy bills, childcare and more
 - £13,636,650 worth of council tax rebates given to 90,911 households, and
 - over 47,000 people accessing Warm Welcomes across the Borough for a hot drink, a chat and to access information and support.
- Since its launch in October 2021 the Living Well North Tyneside website has made it easier for people to access local advice, information and support to improve their wellbeing. The website and directory, created in partnership with local health services, GP practices and the community and voluntary sector, creates a central resource for residents and professionals alike to find out how to better support people's wellbeing.

- Customer tells us that they value the continued investment in North Tyneside's parks and green spaces. The Rising Sun Country Park, Benton Quarry, Marden Quarry, Killingworth Lakeside Parks, Wallsend Parks, Northumberland Park, and Chirton and Redburn Dene Parks all received national Green Flag Awards.



- Local residents informed the creation of the North Tyneside Digital Inclusion Strategy, a joint ambition across the NHS and community and voluntary sector in North Tyneside to tackle digital exclusion and support people to access the digital world. The research, which involved surveying every household in the Borough, received over 10,000 responses.
- Further work to improve customer digital skills has included updating and replacing 130 computers across the library network to improve the quality of technology offered to customers, and working with 925 partners from the NHS, VCS and community to inform what activities and support would help them and their customers. The libraries network joined the Online Centres Network offering customers access to online learning to develop new skills on a range of devices.
- Since 2020, the proportion of the Borough with access to gigabit internet access has increased significantly. Currently 90% of the Borough has access to gigabit internet, enabling fairer access and benefits from the online economy, marketplace, employment and other opportunities

Better Never Stops

An increased culture of continuous improvement.

- Increasing numbers of colleagues believe they have the opportunity to contribute their views before changes are made which affect their jobs (increase of 10%) and more colleagues believe it is safe to speak up and challenge the way things are done within the Authority.

- Rising numbers of colleagues tell us they have a strong sense of pride working for North Tyneside Council. The 'See it, Sort it' campaign saw an increase of 22% in environmental issues being reported from across the Borough, after colleagues were asked to get involved.



- The way customers access services has evolved rapidly over the last three years, driven in part, by the Covid-19 pandemic. Customer services now offer bookable appointments for advice, information and support about Authority services. Since its introduction, over 19,950 appointments have been offered and customers tell us they prefer the approach, describing it as more personalised, with no wait times. Satisfaction levels with the service have remained strong at 92%.
- Responding to customer need, Working Well North Tyneside was launched in 2022. It offers easier access to employment and skills services, the latest job opportunities and support around housing, finance, debt, and physical and mental health. Over 8,300 customers have used the service so far.
- A new appointment system for household waste recycling visits was developed at pace to help keep customers and colleagues safe during the Covid-19 pandemic. Its's proven very popular with many, reducing queues and wait times and has managed over 378,344 appointments to date.
- Over the last five years the 'Big Community Conversations' have reached over 1,900 residents online, over the phone and face to face, and they have told us what's important to them, what they want to know more about and how they think the Authority should spend the public purse in North Tyneside.
- The Arboriculture service has begun to digitise the way they work to improve the monitoring and maintenance of trees, and how they keep residents updated and informed about tree issues.

"Always put yourself in their shoes, listen and try to understand how they must be feeling"

- Nearly 800 residents signed up to the Our North Tyneside Voice to share their views and experiences on a variety of subjects affecting residents in North Tyneside, helping to shape the services they and others receive in the future.

- Over 250 colleagues shared their views on 'new ways of working' following the pandemic, focussing on how they work together in the future to best deliver Authority services to customers.
- Feedback from complaints has informed some small but positive changes across services including increasing litter bins by adding 100 multipurpose bins to sites across the Borough, and introducing 'tree calling cards', part of the 'neat streets' campaign, which are given to customers to update them following a tree inspection or any works carried out nearby.
- Through the UK Shared Prosperity Fund and based on feedback from residents and communities, £1.5 million of funding has been secured for community organisations in the Northwest of the Borough to build pride in place, support high quality skills training, support pay, employment and productivity growth and increase life chances for local residents.
- A Community Hub Strategy was launched in May 2023, describing how the Authority will support people's health and wellbeing needs and tackle health inequalities from six new community hubs. This includes access to information, advice and support from a range of Authority service and partners. The Strategy was carefully developed with local communities and partners and was initiated by an injection of £0.5m investment from the Authority and North of Tyne Combined Authority in 2021, to develop one of the hubs in Wallsend. As a result, the Spirit of North Tyneside wing was built, providing affordable, and sometimes free, space for community and voluntary organisations, who are supporting local need and communities.
- Family hubs, established in 2023 to support children and families and give them the best start in life, have supported over 20,000 children, young people and families to access groups, training and peer support for their social care, education, mental and physical health needs. The development of community hubs will complement, family hubs offering customers of all ages and life stages access to the right help, support and activities to thrive.
- A unified IT system for housing, property and construction services, has begun, although later than initially planned. Once live, the system will help teams provide a better service by having customer information in a single system, and will provide data to help them anticipate issues, make better decisions and quickly provide updates on cases and reported problems. Customer will have better self-service options for managing their requests and payments.
- 99% of colleagues asked, say they know that listening to customers and looking for ways to improve their experience of the Authority's services, is how the Authority demonstrates that 'better never stops'.



- Following Elected Member feedback, ‘here’s who can help’ cards were introduced with teams working out and about in community settings, without access to online services. The Authority provides a vast array of services and it’s difficult for each of its 3,500 colleagues to know something about everything the Authority does and keep that knowledge up to date. The cards are a simple way to give customers a single access point to any Authority service.



1.1. What is yet to be achieved

Of the 35 change activities:

- 25 have been successfully closed to the Programme and are now delivered by Authority teams and services
- six are within the delivery and governance structure of the Authority’s IT service and will be delivered and managed as part of the Authority’s IT Board, and
- three remain open, as ongoing, core features of customer experience improvement work, and will be delivered as per the next steps, detailed in section eight of this report.

The Programme’s benefit realisation plan has been used in the compilation of this report and measures will continue to be owned by existing named leads and tracked until March 2025, by the Head of Public Service Reform and Customer Service Experience.

Of the 28 measures tracking Programme benefits:

- 16 measures met or exceeded target
- three just missed by less than 2 or 2%, and may meet target in the remainder of the plan timescales
- two will not be delivered within the plan, as the associated change activities were not started
- two are not due to be reported until later in 2024/25, and
- two did not meet their expected target.

Benefit realisation plans are currently in development for the following change activities and have named senior lead officers accountable:

- environmental services,
- customer innovation platform, and
- a unified system for housing, property and construction services.

2. Customer Service and Experience Now

The Programme has been driven by the ongoing experience and feedback from customers, colleagues, Elected Members and partners. The Authority hears every day that it delivers great customer service, and many have a positive experience of working with it. However, the Authority knows that it does not always get it right and can always do more.

The services delivered by the Authority over the course of the Programme have undoubtedly been shaped by wider, health, environmental and political events.

- Some services closed for periods of time or the service offer notably changed during the Covid-19 pandemic.
- Customer behaviour changed in response to 'staying safe' during the pandemic and in some cases found different ways to receive a service, such as online payments.
- Some temporary service changes, driven by national restrictions, have proven very popular with the Authority's customers and have been retained in full or part effect and have transformed the service offer.
- Customers of housing and environmental services were particularly impacted by excessive storm damage in 2021/22.
- Health inequalities have in some cases worsened and are being impacted by the rising cost of living.

The years ahead will likely be influenced by these challenges and will continue to influence customer needs and the services the Authority provides. The need to listen to all customers and show that the Authority cares, has never been more paramount.

A commitment to delivering great customer service and experience has no end point and the Authority will continue to listen and learn from what customer tell us matter to them.

Satisfaction levels with Authority services from the Resident Surveys have fluctuated over recent years.

Programme benefit measures tracking some of the Resident Survey results have not met their planned targets, whilst other measures for satisfaction with services such as parks and green spaces, library services, waste collection and street cleaning, have improved.



The Programme's target for reducing customer complaints has been significantly exceeded, seeing a 40% reduction. The common

reasons for complaints, timeliness of services and communication about services, have remained persistent.

Customers self-reported rating of their most recent interaction with the Authority, has remained stable and those who have contacted the Authority recently, say that their overall experience was positive and that their query was cared about. More residents say they feel listened to, that their issue was resolved and that the Authority did what it said it would do. These are key elements of the Authority's customer promise.

Elected Member enquiries provide a clear view on resident priorities and the number raised has increased year on year for the last three years. The most common issues raised through Elected Members enquiries have been consistent throughout the Programme. More recently, issues relating to highways and traffic management have become more prominent, and enquiries relating to trees also increased significantly over 2021 and 2020, linked to storms and bad weather.

Over the course of the Programme colleagues have shared their views and experiences in a number of ways, predominantly through staff surveys. These surveys have helped to track the changing experiences of colleagues working for the Authority.

More colleagues feel valued and say morale is improving, which is linked with job satisfaction and whether they would recommend the Authority as an employer. Three quarters of colleagues said they are proud to work for North Tyneside Council and 72% said they would recommend working for the Authority to friends and family.

More colleagues said they had the opportunity to contribute their views, speak up and challenge the ways things are done in the Authority before they are done. Year on year more colleagues tell us the Authority keeps them well informed.

Whilst more colleagues tell us they feel part of one organisation, more colleagues from the latest survey feel that they have no need to work with other service areas within the Authority. Whilst the numbers are small, the increase is notable in terms of feedback from customers and Elected Members on timeliness, communication and working better together. Embedding the customer promise internally and not just externally, will be an ongoing priority.

Over the last few years, the Authority's Big Community Conversations have asked over 1,000 residents their views about a range of Authority activities and services, as well as the way the Authority is run and how the Authority spends its money.



3. Learning and Reflection

4.2. Programme scope and objectives

- Significant time had been spent prior to initiation of the Programme, working with a wide range of senior leaders, colleagues and partners to agree the scope of the Programme. As a result, the four objectives have been readily accepted as the right things to do and have provided an effective and accessible way of communicating the difference the Programme was trying to deliver.
- End of Phase reviews were essential to pause and reflect on progress and check with senior leaders and others, that the work was still meeting relevant organisational priorities.
- Identification of planned benefits and measures should have ideally started sooner in the Programme's cycle. This would have supported the prioritisation of change activities and resources.

4.3. Communication and engagement

- Having a wide range of colleagues involved in the Programme and the delivery of change activities, helped to raise awareness of what the Programme was trying to achieve. It also meant that different people from different services, provided a 'critical friend' as work progressed.
- Posters and physical information on noticeboards were useful, but over time their impact diminished. Most of the successful communication approaches, came from face-to-face sessions and interactions with colleagues on specific service changes, that mattered to them.
- Where it has been used, the customer promise test has been effective in helping teams to really challenge their current service offer and experience of their customers. More teams could be encouraged to use the customer promise test in service planning.
- The End of Phase Two review suggested more promotion of the change activities was needed. This led to an increase in communications shared with services, greater promotion of activities for National Customer Service Week, and a more diverse membership of Board and Workstream meetings. This promoted the work of the Programme and contributed to further embedding the customer promise across the organisation and with partners.

3.1. Programme management

- The Programme team made use of some existing programme documentation and developed some bespoke. Although a PRINCE 2 methodology was used, the overall approach was more flexible, attempting to balance sound governance arrangements for managing change well, and freeing up resource of the Programme team to help implement change activities.

- All activity of the Programme was managed by the Programme Board, using programme management products. Programme documentation ensured effective governance and quality of decision making, specifically in keeping to scope, monitoring progress and the agreement to only close change activities, when deliverables had been met.
- Each of the Programme's four Workstreams was led by a senior manager (the Workstream Lead) who managed a dedicated Workstream, supported by the Programme team. This approach appears to have been effective, providing strategic and service specific insights to support each change activity, as well as visible, service level leadership and buy-in.
- The number of changes activities varied between five and seven in each Workstream, all of which contributed to at least one of the Programme's four objectives.
- A variety of colleagues from different service areas were members of the Workstream meetings offering support and advice. As change activities developed, closed or began, the membership of the Workstreams adapted and new colleagues were invited to support their delivery. This again ensured that activity leads were offered support and advice from different service perspectives, but also increased awareness and communication about the Programme.

8. What the End of Phase Review Identified as the Next Steps

Significant views have been sought by those involved in the Programme for this report, including information from customers and wider stakeholders. Assessing this alongside the progress of the Programme's deliverables and the Authority's continued ambition in the Our North Tyneside Plan, the following future priorities for customer service and experience have been identified.

Whilst the Programme will close, the Authority's commitment and ambition for great customer service and experience, is more ignited than ever.

Suggested next steps gathered as part of the End of Phase review are captured below.

- **Continued home and focus on good customer service / experience**
 - Maintaining momentum and not losing ground.
 - Improving how customer experience is brought together across the Authority and showing how it uses it.
 - Ensuring every colleague knows what their customers are saying and can describe how they use that feedback.
 - Ongoing customer service training should be encouraged and based on learning from customer feedback.
 - Continuing to provide support and constructive challenge to all teams and partners and share best practice.

- **Customer promise**
 - Is still fit for purpose and should continue to be embedded.
 - Improving the link between the promise and service planning, with services able to show how their priorities are responding to customer feedback.
 - Developing a process to assess consistency of application with all teams and with partners.
 - Making it matter internally – how the Authority's officers works with each other, to better serve customers.
 - Being able to measure and describe how officers meet and deliver the customer promise across all services and partners

- **Continue to use digital services to work more effectively and provide even better customer service**
 - Continue to increase the skills and confidence of the workforce.
 - Complete current plans for a new website and ensure the Authority offers as many, simple to use, tools for customers to self-serve online.
 - Keeping a customer focus on all digital developments, ensuring no one is excluded and North Tyneside is 'digital by choice'.

- **Keep working on the basics of communication**
 - Continue work to improve and ensure consistency and quality of written communication – e.g. letters and emails.

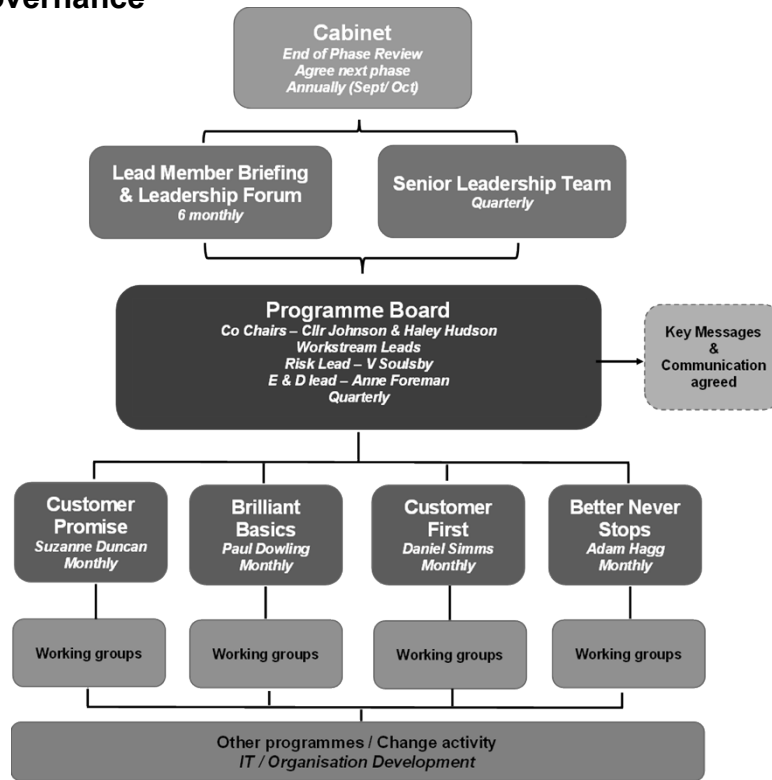
- Continue to celebrate great customer service and experience.
- **Access to services**
 - Ensuring access to services is equitable and easy, whether it is face to face, online and or on the phone; this is particularly important as we continue to reform services and use more digital tools.
- **Continue work to improve how the Authority responds when things don't go well**
 - Fixing more customer issues / complaints earlier.
 - Speaking with customers to resolve issues, rather than relying on written communication.
 - Working together as one team to support the most complex customers.
 - Planning for dissatisfaction / complaints as part of any service change planning and accepting it is the day job.

9. End of Programme Assessment

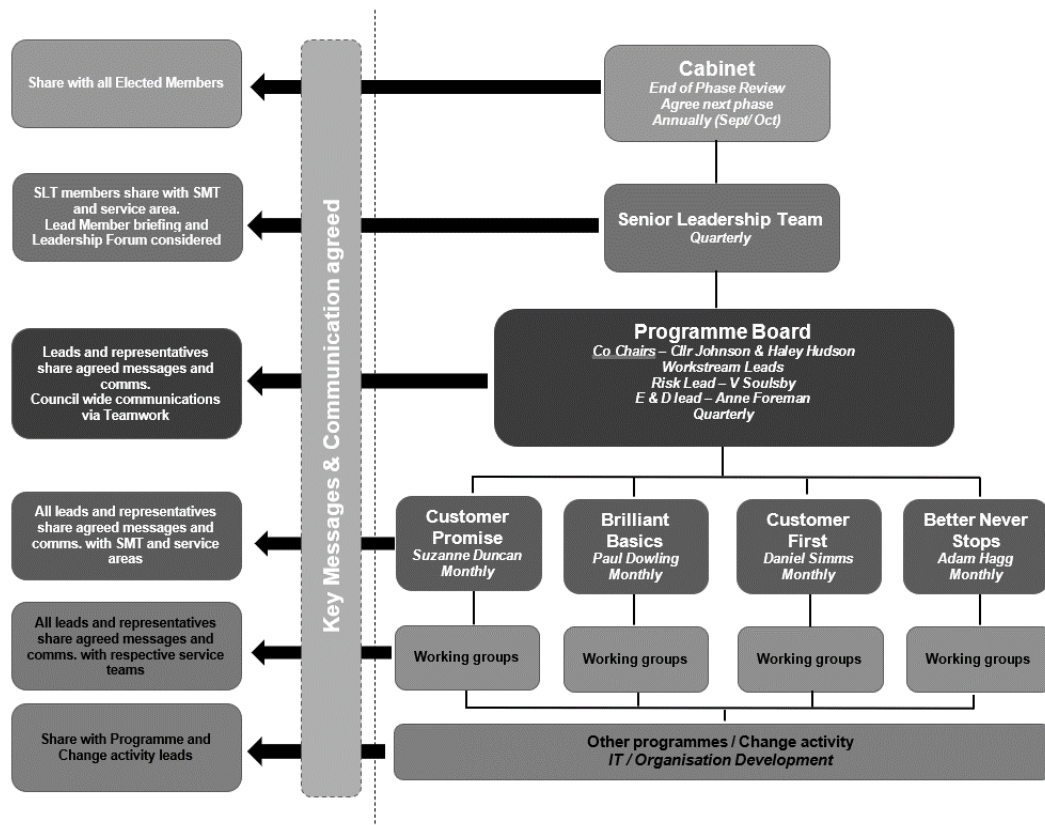
- Section five of this report provides an extensive overview of the Programme in meetings its four objectives. A significant number of improvements and changes have been made, and commitment to the Programme from the organisation and senior leaders, has been evident and important.
- The Programme has focused on putting customers first and created a legacy across the Authority through the customer promise that remains fit for purpose.
- The diversity of the activities within the Programme has provided learning for the whole organisation – lessons learned will be shared to support future authority wide projects and programmes.
- Programme products have been clearly catalogued and shared.
- Section eight of this report explains the Authority's priorities for continuous improvement of customer service and experience.
- The Programme Board reviewed the content and recommendations of this report on 30 January 2024, and assessed that a robust End of Programme review had been completed.
- Programme documentation has been closed and is accessible for others.
- On 30 January 2024, the Customer Service Programme Board recommended closure of the Programme.

Appendix 1 – Programme governance structure

Phase Two Governance



Phase Three Governance



Appendix 2 – Programme change activity scope

Change Activity	Priority Description	Scope	Status
Programme objective: Customer Promise			
Integrate the Customer Promise into key processes	Embedding the Customer Promise to permanently shift the culture of the organisation and the way in which the Authority delivers services.	<p>Agreement of the Customer Promise standards and communicate them. Developing and launching an organisation wide customer service training Programme.</p> <p>Embed the customer promise into IPR discussions & values and behaviour framework.</p> <p>Embedding the standards into core processes for recruitment, induction, and retention.</p> <p>Embed customer promise into Spirit of North Tyneside programme.</p> <p>Launch the Customer Promise Test for teams and services.</p> <p>Monitor and review service compliance with the Customer Promise, and support areas of development.</p>	<p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Ongoing</p>
Customer Service Improvement Framework	Services reviews to drive continuous customer service improvement	Targeted service reviews, to ensure the Authority delivers services in line with the customer promise and are maximising digital innovation and undertaking appropriate workforce planning	Complete
Caring and Resilient Workforce	How Trauma Informed Practice can be applied across the organisation	The Authority's approach to wellbeing will increase its focus towards a "we care" model incorporating compassionate leadership and trauma informed practice	Complete
Digital Skills Plan	Improving the digital skills of the workforce to deliver customer focused services	Creation of a digital skill training plan and the resources to deliver it	Complete

Change Activity	Priority Description	Scope	Status
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. Evaluate and provide recommendations for ongoing approach and management	Complete Complete
People Team - Customer First Approach	Implementing a 'customer first' approach to HR / OD services for colleagues ensuring customers are at the forefront of all that they do.	Review and refresh workforce policies and procedures, introducing digital access, where possible, and	Complete
Programme objective: Brilliant Basics			
Corporate Branding	A consistent brand for the Authority, both internally and externally	To provide consistency to all internal templates, digital communication, and any printed material the Authority produces and to assess signage at the 4 customer service centres to put a proposal together to provide a uniform offering.	Complete
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 customers <ul style="list-style-type: none"> - Agreed tone of voice guide - Training - Letter support and review service - Support and guidance for mass communications - Tailored support for current letters 	Complete Complete Ongoing Ongoing 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 year's celebrations.	Complete Complete Complete

Change Activity	Priority Description	Scope	Status
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 the Authority's estates for training and development. For those that want to, provide an Authority log in and email that can be used on their own device.	Complete Complete Complete Complete
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 agreed Launch refreshed website	Complete Complete Complete Ongoing
Contact Directory	Online, internal directory cataloguing staff contact details.	Amalgamating a number of internal contact directories to create a single solution. Create a robust communication plan for its launch and encourage completion by colleagues' Authority wide	Complete Complete
Lighter Leaflets	Ensuring the information provided to customers is accurate, up to date and makes best use of the Authority's website and digital technology		Complete
Programme objective: Customer First			
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	Managed by IT governance arrangements

Change Activity	Priority Description	Scope	Status
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
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, to support children, parents, families and carers to access independent, trusted information and advice about special educational needs and disabilities and the services and support available to them.	Complete
Digital Inclusion	A full assessment of what the Authority knows about needs and barriers and an ambition and action plan across partners to deliver solutions	A full assessment of what the Authority knows about needs and barriers and an ambition and action plan across partners to deliver solutions	Complete
Customer Relationship Management	Establish a unified IT system for capturing key customer information AND improve the way the Authority manages corporate customer and Elected Member enquiries and feedback	Establish the Customer First Office Agree, procure and implement new CRM IT system foundations Agree Phase One roll out of CRM IT Go live with Phase 1 CRM IT	Complete Complete Complete Managed by IT governance arrangements
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	Managed by IT governance arrangements
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.	Complete
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.	Complete

Change Activity	Priority Description	Scope	Status
SIGN Directory	Partnership approach to a new online community resource, Living Well North Tyneside, for residents.	Launch Living Well and transfer to VODA	Complete
Leisure Service Kiosks	Improving member services and income management within leisure services.	Install replacement kiosks in leisure centres	Complete
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.	Complete
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.	Complete Complete Complete
Elected Member Enquiry System	A system to support Elected Members to raise enquiries and the CFO and other teams to administrate and reply to enquiries, ensuring the information is available for each Member to support their work	Scope and requirements are established Training and communication plans are in place.	Managed by IT governance arrangements
Programme objective: Better Never Stops			
Real time Customer feedback	Developing mechanisms to capture feedback from customers of their experience of Authority services.	Assess options and provide a tested Authority wide solution and guidance, to set up real-time customer feedback within a service	Managed by IT governance arrangements

Change Activity	Priority Description	Scope	Status
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	Managed by IT governance arrangements
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.	Complete
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.	Complete Complete Complete
Staff Eyes and Ears Phase 1	Developing a mechanism for staff to report local issues quickly and easily into services.	Scope and carry out a proof of concept	Complete
Staff Eyes and Ears Phase 2	Developing a mechanism for staff to report local issues quickly and easily into services.	Launch an internal campaign encouraging colleagues to 'see it, sort it' in relation to issues they see across the Borough, and improve the way they flag and report issues.	Complete
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	Managed by IT governance arrangements

Change Activity	Priority Description	Scope	Status
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	Not started
Expectations of customers	The Authority's approach to supporting customer and staff when customers display challenging behaviour.	Producing guidance that builds on the Customer Promise and supports the Authority's teams and customers when faced with challenging behaviour. Develop and deliver bespoke training for library teams and evaluate and agree continued offering.	Complete Complete

Appendix 3 – Programme products

Change Activity	ONT Theme	Product Deliverables	Timescale	Status
Programme objective: Customer Promise				
Caring and Resilient Workforce	Caring	Assess the learning from the pilot in children's social care	30/10/2022	Complete
		Ways of working development group	30/10/2022	Complete
		Health and Wellbeing Action Plan	30/10/2022	Complete
		Terms of Reference for Health and Wellbeing Steering group	30/10/2022	Complete
		NTC Health Safety and Wellbeing Policy/ Statement of Intent	30/10/2022	Complete
Customer Service Improvement Framework	Thriving	Documented process for completing a service review	31/03/2022	Complete
		Schedule of reviews to be completed	01/12/2022	Complete
		Completed reviews with feedback for each service	31/03/2024	Complete
Digital Skills Plan	Thriving	New staff recruited to help with digital skills training	30/11/2021	Complete
		A new training offering around digital skills	31/03/2022	Complete
		Digital support offering from all staff to resident in the community	30/06/2022	Complete
Integrate the Customer Promise into Key Processes	Caring	Customer Promise posters	30/09/2021	Complete
		Customer Promise postcards	30/09/2021	Complete
		Production of a training and induction session to introduce new and existing colleagues to the promise	30/10/2021	Complete
		Updating recruitment and selection process	30/10/2021	Complete
		Create a customer promise test to support teams to evidence they are delivering against it	30/10/2022	Complete
		Training programme for staff	31/03/2024	Complete

Change Activity	ONT Theme	Product Deliverables	Timescale	Status
Manager Customer Promise Days	Caring	Schedule of visits for SLT and Tier 3 managers to visit teams	30/06/2022	Complete
		Feedback report from the Managers CP days	31/12/2022	Complete
People Team - Customer First Approach	Caring	Review policies	31/01/2024	Complete
		People Team Strategy	31/01/2024	Complete
Programme objective: Brilliant Basics				
Better Letters	Caring	Process for high profile and mass coverage letters	30/07/2022	Complete
		Letter consultancy service established	30/07/2022	Complete
		Amended letters returned to services	30/10/2022	Complete
		Training course for communication and letter writing in line with the principles employed by the CFO	30/09/2023	Complete
		Areas for phase 3 focus have been identified: SEND provision, parking control (Capita) and first choice schools.	31/12/2023	Complete
Cashless Payments for Schools	Family-Friendly	ParentPay system in place	30/09/2021	Complete
		Communications plan	30/09/2021	Complete
		New equipment rolled out	31/01/2022	Complete
Contact Directory	Thriving	New centralised contact directory for staff and customers	30/09/2022	Complete
		Comms plan to promote the new directory internally	30/09/2022	Complete
		Plan for development and improvement of contact directory based on engagement	30/06/2023	Complete
		Document and map starters, leavers and movers process	30/09/2024	Complete

Change Activity	ONT Theme	Product Deliverables	Timescale	Status
Corporate Branding	Thriving	Corporate branding guidelines document	31/12/2020	Complete
		Focus group testing and material amnesty	30/06/2022	Complete
		Suite of template tools to encourage corporate branding	30/07/2022	Complete
		Develop guidance for construction, works and road signage	30/09/2022	Complete
		Develop guidance for buildings	30/09/2022	Complete
		Publish and embed the finished branding guidelines	31/03/2023	Complete
		Building audit findings report	31/03/2023	Complete
Digital Direct Debit Application	Secure	AUDDIS accreditation	28/02/2022	Complete
		New module implemented for ASH debtors	30/09/2022	IT Governance
Lighter Leaflets	Thriving	Display Policy review and refresh	30/09/2023	Complete
		Creation of 'produced by' date and library of leaflets	31/01/2024	Complete
Spirit of North Tyneside Award Scheme	Caring	Review of celebration events during 2021	30/11/2021	Complete
		Delivery plan for celebrations	30/11/2021	Complete
		Future proposal and approach for celebration activities and events	31/01/2022	Complete
Remote Worker Communication	Thriving	Routes of access to corporate communications via Facebook and learning pool in place	31/03/2022	Complete
		PC rollout at specific sites for front line staff	30/09/2022	Complete
		BYOMD offer set up for employees wishing to access email	30/09/2022	Complete
		Further routes to access corporate communications via email and Teams	01/11/2022	Complete

Change Activity	ONT Theme	Product Deliverables	Timescale	Status
Programme objective: Customer First				
SENDIASS website	Family-Friendly	Plan for content creation	28/02/2022	Complete
		Communication plan for customers	30/09/2022	Complete
		Website offering SENDIASS advice and information	30/09/2022	Complete
Appointment Booking system	Thriving	Appointment booking software available for services	31/01/2022	Complete
		Processes standardised for setting up new booking services	30/06/2022	Complete
		Video guides on the IT knowledge hub	31/08/2022	Complete
		Link to adult social care online booking page available	30/09/2022	IT Governance
Childcare Information Directory	Family-Friendly	New database of services available in the Borough	31/03/2021	Complete
		Comms plan to promote the new directory	31/03/2021	Complete
Customer Relationship Management - Phase 1	Thriving	Customer First Office established	31/05/2022	Complete
		CFO review document completed	31/03/2023	Complete
		Customer First Office benefit plan in place	31/03/2023	Complete
Customer Relationship Management - Phase 2 - Customer	Thriving	System requirements established	31/03/2023	Complete
		Summary of project	31/10/2023	IT Governance
		System development updates shared	31/03/2024	IT Governance
		System live	31/03/2024	IT Governance

Change Activity	ONT Theme	Product Deliverables	Timescale	Status
Digital Inclusion	Thriving	Dedicated section in health & wellbeing strategy	31/01/2022	Complete
		Evaluation of current digital offering locally	31/08/2022	Complete
		Framework created and engagement undertaken	31/12/2022	Complete
		Local data analysis of current need	31/03/2023	Complete
		Strategy and Action plan to tackle digital inclusion	31/03/2023	Complete
Elected Member Enquiry system	Thriving	Scope and requirements for the system	TBC	IT Governance
		Training plan	TBC	IT Governance
		Communication plan	TBC	IT Governance
		Implementation plan	TBC	IT Governance
		System go live	TBC	IT Governance
Leisure Services Bookings and Kiosks	Thriving	Updated kiosks to support self-serve for members	28/02/2021	Complete
		Upgraded leisure hub software	31/12/2022	Complete
		Implement On Course	30/07/2023	Complete
		Implement Direct debits and tickets	31/04/2023	Complete
People's Network Refresh	Family-Friendly	New PCs across all sites	31/01/2022	Complete
		Comms plan to promote new devices	31/01/2022	Complete
Review of NTC Website	Thriving	Review of current content on the website	30/11/2022	Complete
		Upgraded CMS system	30/10/2023	Complete
		Refreshed website front page	31/03/2024	In progress

Change Activity	ONT Theme	Product Deliverables	Timescale	Status
SEND Local Offer	Family-Friendly	Plan and schedule for content owners and updates	31/07/2021	Complete
		Updated website/ Improved content on website	31/03/2022	Complete
SIGN Directory	Thriving	Communication and Marketing plan for customers	31/07/2021	Complete
		New website featuring service directory	31/10/2021	Complete
Programme objective: Better Never Stops				
Community Hubs Approach	Thriving	Produce locality need assessments	30/09/2022	Complete
		Strategy for future hubs created	30/04/2023	Complete
Enhancement of Modern.gov	Secure	Modern.gov system enhancements go live	TBC	Not started
		Training support for Members	TBC	Not started
Environmental Services Allocation and Monitoring System	Green	Scoping document produced to show what is needed	30/11/2022	Complete
		Complete Project Brief	30/03/2023	Complete
		Benefits Plan	31/01/2024	IT Governance
Expectations of Customers	Family-Friendly	Unacceptable behaviour poster(s)	31/12/2021	Complete
		Unacceptable behaviour guide	28/02/2022	Complete
		Staff training/ development workshop	30/04/2022	Complete
Eyes and ears Phase 2	Thriving	Developing a consistent way for colleagues to see and sort issues, including online reporting tools and options for giving feedback	31/12/2022	Complete
		Launch See it Sort it campaign	31/03/2023	Complete
		Review impact of campaign	30/09/2023	Complete

Change Activity	ONT Theme	Product Deliverables	Timescale	Status
Feedback culture	Thriving	Mapping current mechanisms to give and receive feedback	31/03/2022	Complete
		GAP analysis to identify what's missing	30/04/2022	Complete
		Developing a consistent way for colleagues to give/receive feedback	30/09/2022	Complete
Unified Housing & Property system	Green	New Housing system(s) implemented	31/12/2025	IT Governance
		Customer portal successfully implemented	31/12/2025	IT Governance
Real-Time Customer Feedback	Caring	Implement system across services	30/09/2022	IT Governance
		Service dashboard	31/12/2022	IT Governance
Eyes and Ears phase 1	Thriving	Pilot (Business) case and scope	31/03/2022	Complete
		Review of pilot findings	30/04/2022	Complete
		Specification for system to capture reporting	30/04/2022	Complete
		Scope for wider deployment internal/ external	30/04/2022	Complete

Appendix 4 – Programme management products

Document(s)	Description	Update frequency	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
Deliverables	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	Six-weekly / quarterly	Board Workstream Change activity
Programme management plan	Documentation describing how the Programme is managed	Annually	Board Workstream
Benefit schedule	Schedule for when benefits will be realised	Quarterly	Board Workstream
Risk documents	Risk log and highlight report to identify and risks and mitigating actions for workstream and Board	Six-weekly / quarterly	Board Workstream
Action and decision log	Record of all actions and decisions made	Six-weekly / quarterly	Board Workstream
Communication plan	How Programme updates and information will be shared with stakeholders	Six-weekly / quarterly	Board Workstream
Equality Impact Assessment	Ensuring the Programme is fair and doesn't disadvantage or create barriers to participation for any protected groups	Annually	Board
End of Phase review documents	Scheduled review of activities within the Programme and sign off by Cabinet	Aligned to MTFP (annually)	Board Workstream

Appendix 5 – Programme Board and Workstream members

Name	Service Area	Role
Cllr Carl Johnson	Deputy Mayor / Lead Cabinet Member Corporate Strategy	Board Co-Chair
Haley Hudson	Customer Experience and Public Service Reform	Board Co-Chair
Jacqueline Laughton	Deputy Chief Executive, Director of Customer Services	Board member
Cllr Anthony McMullen	Cabinet Member Finance & Resources	Board member
Cllr Sandra Graham	Cabinet Member Climate Emergency	Board member
Cllr Janet Hunter	Cabinet Member Adult Social Care	Board member
Adam Hagg	Housing & Property Services	Better Never Stops Workstream lead
Suzanne Duncan	People Services	Customer Promise Workstream lead
Daniel Simms	ICT	Customer First Workstream lead
Harry Wearing	Communications & Marketing	Brilliant Basics Workstream lead
Richard Mitchell	Community Protection	Better Never Stops Workstream lead
Paul Dowling	Regeneration	Brilliant Basics Workstream lead
Claire Emmerson	Financial Planning & Strategy	Board member
David Mason	Financial Planning & Strategy	Board member
Victoria Soulsby	Risk	Board member
Rachel Hegarty	People Services	Board member
Anne Foreman	Equality & Diversity	Board member
Jonathon Ellis	Capita	Board member
Paul Youlden	Sport, Leisure & Libraries	Board member
Katie Simpson	Adult Social Care	Board member
Ruth Harrison	Internal Audit	Board member
Paul Oldham	Internal Audit	Board member

Name	Service Area	Role
Jessica Woodward	Communications & Marketing	Board member
Louise Robson	People Services	Change Activity lead
Helen McMahon	People Services	Change Activity lead
Craig Wilson	ICT	Change Activity lead
Kevin Harrison	Communications & Marketing	Change Activity lead
Vikki Wilkinson	Communications & Marketing	Change Activity lead
Amanda Durrant	Participation, Advocacy and Engagement	Change Activity lead
Toni McMullan	Participation, Advocacy and Engagement	Change Activity lead
Toby Hartigan-Brown	Housing & Property Services	Change Activity lead
Ian Walton	Housing & Property Services	Change Activity lead
Stacey Watts	Customer Experience	Change Activity lead
Tracy Hunter	Revenues and Benefits	Change Activity lead
Bev Smith	Sport and Leisure	Change Activity lead
Neil Hodgson	Environmental Services	Change Activity lead
Louise Watson	Legal Services and Registration	Workstream member
Sean Dodds	ICT	Workstream member
Sarah Heslop	Procurement	Workstream member
Claire Turner	ICT	Workstream member
Karon Bell	ICT	Workstream member
Vikki Levitt	Sport and Leisure	Workstream member
Joanne Lee	Public Protection	Workstream member
Julie Dodds	Inclusive Economy and Business Growth	Workstream member
Maria Vipond	Capita – Customer Services	Workstream member

Name	Service Area	Role
Duncan Bennett	Capita - Communications	Workstream member
Mick Nicholson	Equans – Customer Services	Workstream member
Ruth Barfoot	Customer Experience	Programme Team
Stephen Rigden	Customer Experience	Programme Team
Rebecca Law	Customer Experience	Programme Team

Appendix 6 – Programme risks

No	Risk Detail	Status
001	Workstream leads: There is a risk that workstream leads may be unable to fulfil their commitment to the Programme	Closed
002	Programme management: There is a risk that the programme management support may not be able to fulfil their commitments to the Programme	Closed
003	Communication: There is a risk that the Programme Board may not effectively share progress with key stakeholders	Closed
004	Governance: There is a risk that change activities may be altered without due process	Closed
005	Benefits: There is a risk that assumed benefits may not be realised	Open / transferring
006	Skills: There is a risk the skills need to deliver the digital skills plan are not available	Closed
007	External factors: There is a risk that external events (i.e. COVID) may result in the Programme stalling or failing to be completed	Closed
008	Restructure: There is a risk that the review of ICT services may delay the Programme	Closed
009	Restructure: There is a risk that there may be insufficient capacity / resource within Democratic Services to deliver the Modern.gov project	Closed

Appendix 7 – Benefit Framework

Each of the numbered four stages, show the tasks that will be undertaken, and the key documents and tools that support those tasks.

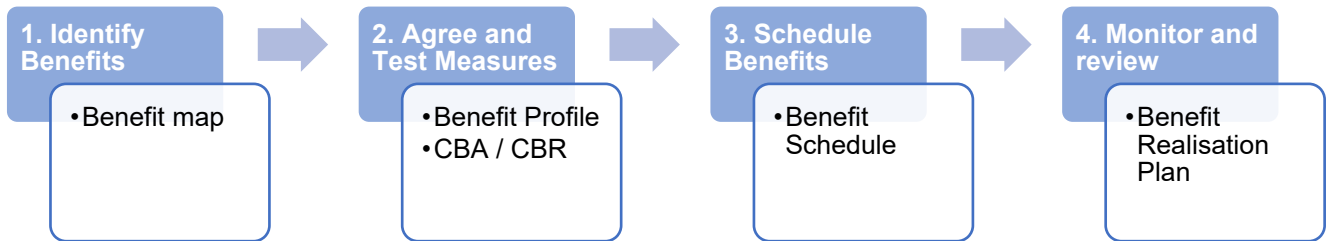


Figure 1 Benefits Framework

Stage 1 - identify benefits – this is where stakeholders come together to agree what benefits their project or change should achieve. Benefits should always begin with a descriptive word of a gain or change in status, such as increase, decrease, more etc.

Stage 2 - agree and test measures, for each benefit identified, a measure or number of measures needs to be agreed and baseline and future targets recorded.

Stage 3 - schedule benefits, details when and who will deliver the expected benefits.

Stage 4 - monitor and review - the fourth stage in the Framework is to complete a plan on how the benefits will be managed, and importantly, who is responsible for the benefits once they have been realised.

Appendix 8 – Programme Benefit plan

Programme Enablers	Programme Benefits	Benefit ID	Benefit Category	End Benefit	Organisational Objective
<i>Change activities; projects, new capabilities</i>	<i>A gain or improvement</i>		<i>Cost, Satisfaction, Efficiency</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	Improved customer service standards across all Authority services, (CP)	Build A Thriving North Tyneside
	Increase in employee satisfaction	CP02	Satisfaction		
	Increase in employee digital capability	CP04	Efficiency		
	Decrease in operating costs of delivering services	CP06	Cost		
	Improved use of organisational assets	CP08	Efficiency		
	Increase in digital customer transactions	CP07	Efficiency		
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 32) Lighter leaflets	Increase in customer satisfaction	CP01	Satisfaction	Improved clarity, quality, and consistency of the hundreds of small, but vital, impressions the Authority makes, in communication and branding (BB)	Create A Caring North Tyneside
	Increase in digital customer transactions	CP07	Efficiency		
	Increase in employee satisfaction	CP02	Satisfaction		

Programme Enablers	Programme Benefits	Benefit ID	Benefit Category	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) An Authority 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	Improved services which are designed and delivered around the needs of our customers (CF)	Ensure A Family Friendly North Tyneside
	Increased Elected Member satisfaction with the support and services they receive	CP03	Satisfaction		
	More residents have essential digital skills and access to digital services	CP05	Efficiency		
	Increase in digital customer transactions	CP07	Efficiency		
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 Authority action 30) Improvements to Modern.gov 31) A new work's management system for Environmental Services	Increase in customer satisfaction	CP01	Satisfaction	An increased culture of continuous improvement (BNS)	Create A Thriving North Tyneside
	Increase in employee satisfaction	CP02	Satisfaction		
	Increased Elected Member satisfaction with the support and services they receive	CP03	Satisfaction		
	Increase in employee digital capability	CP04	Efficiency		
	Decrease in operating costs of delivering services	CP06	Cost		
	Increase in digital customer transactions	CP07	Efficiency		

Appendix 9 – Programme Benefit schedule and tracker

		Baseline	Target Mar 23	Actual Mar 23	Target Sep 23	Actual Sep 23	Target Mar 24	Actual Mar 24	Target Mar 25
Benefit Description & Measure		Cost / Activity	Cost / Activity	Cost / Activity	Cost / Activity	Cost / Activity	Cost / Activity	Cost / Activity	Cost / Activity
Increase in customer satisfaction	Reduction in Stage 1 corporate complaints	£115,592 / 941	£110,556 / 900	£71,247 / 580	£108,099 / 880	£68,053 / 554	£100,728 / 820	£83,716 / 682	£85,988 / 700
	Satisfaction with Customer Services (EQUANS)	88.85%	90%	91.87%	90.5%	91.08%	91%	92%	92%
	Residents feeling listened to	68%	Measured annually				71%	64%	NA
	Residents feeling cared about	57%	Measured annually				60%	56%	NA
	Residents feeling the Authority “did what it said it was going to do”	63%	Measured annually				65%	62%	NA
	Overall customer satisfaction with CFO	92%	Measured annually				92%	93%	92%
Increase in employee satisfaction	Employees know who to go to, to put forward ideas and suggestions to improve how the Authority does things	73%	75%	77%	Measured annually		77%	77%	NA
	Colleagues agree that they feel safe in their workplace	82%	84%	86%	Measured annually		86%	86%	NA
	Colleagues agree the customer promise sets out a single set of customer service standards contributing to improved customer experience for all	75%	Measured every October				77.5%	77%	NA
	Colleagues completing customer promise training	0%	20%	25%	25%	41%	30%	46%	50%
	Take up of customer service training	L1 0% L2 0%	L1 10% L2 10%	L1 15% L2 NA	L1 20% L2 15%	L1 22% L2 NA	L1 40% L2 20%	L1 24% L2 0.4%	NA

		Baseline	Target Mar 23	Actual Mar 23	Target Sep 23	Actual Sep 23	Target Mar 24	Actual Mar 24	Target Mar 25
Benefit Description & Measure		Cost / Activity	Cost / Activity	Cost / Activity	Cost / Activity	Cost / Activity	Cost / Activity	Cost / Activity	Cost / Activity
Increase in EM satisfaction	Reduction in service team involvement in Elected members enquiries at tiers 1 & 2	£79,820 / 6500	£67,540 / 5500	£64,150 / 5224	£62,628 / 5100	£26,033 / 2453	£57,716 / 4700	£43,164 / 3515	£42,980 / 3500
	Satisfaction with the support and services that Elected Members receive from the Customer First Office	95%	Measured annually				95%	94%	95%
Increase in employee digital capability	Average scores basic digital skills confidence survey	Not yet live – unable to report							
	Percentage of the workforce connected to IT	75%	76%	76%	77%	84.5%	78%	96%	NA
More residents have essential digital skills and access to digital services	The percentage of internet non-users in the Northeast	12%	11%	11%	10%	11%	9%	11%	8%
	% of the borough with access to gigabit internet	37%	50%	83%	55%	85.66%	60%	90.30%	65%
	% of the region scoring high or very high on the essential digital skills consumer index	51%	53%	60%	54%	60%	55%	60%	56%
	% of residents who have never used an online council service	29%	Measured every two years				20%	30%	NA
Decrease in operating costs of delivering services	Reduction in staffing costs of services included in the Customer Service Improvement Framework reviews	£0	£400,000	£0	£700,000	£0	£1,000,000	£0	NA
	A reduction in the printing volume of the whole authority per quarter	1,629,993	1,500,000	1,488,892	1,450,000	1,388,156	1,400,000	1,322,852	NA
	Reduction in number of stage 1 and 2 complaints received	£164,576 / 1067	£157,207 / 1020	£105,069 / 667	£150,862 / 990	£115,482 / 676	£140,382 / 922	£119,218 / 783	£117,088 / 780



		Baseline	Target Mar 23	Actual Mar 23	Target Sep 23	Actual Sep 23	Target Mar 24	Actual Mar 24	Target Mar 25
Benefit Description & Measure		Cost / Activity	Cost / Activity	Cost / Activity	Cost / Activity	Cost / Activity	Cost / Activity	Cost / Activity	Cost / Activity
Increase in customer digital transactions	The number of different types of issue available to report online	11	Measured annually				13	12	15
	% of reports made through the website (report it) vs other methods	7%	9%	11%	9%	12%	10%	13%	11%
	The number of housing customer self-service accounts created in the new housing system	System not yet live – unable to report							
	% of online payments received	93%	98%	98%	98%	98%	99%	99.9%	99%
Increases optimisation of organisational assets	Mystery shop on random documents meeting brand guidelines	0%	70%	80%	90%	90%	100%	100%	NA
	Increase in the number of people accessing free wifi	5,208	NA	NA	NA	NA	5,400	9,211	6,000

Appendix 10 – End of Programme position

Customer Promise and Better Never Stops Suzanne Duncan

Integrate the Customer Promise	Customer Service Improvement Framework	People Services - Customer First Approach	Community Hub Strategy
Eyes and Ears Phase 2	Enhancement of Modern.gov	Feedback Culture	Expectations of Customers
Caring and Resilient Workforce	Manager's Customer Promise Days	Employee Digital Skills Plan	Eyes and Ears Phase 1
Unified System for Housing	Environmental Services System	Real Time Customer Feedback	

Customer First and Brilliant Basics Harry Wearing

Better Letters	Review NTC website	Corporate Branding	Lighter Leaflets
Contact Directory	Remote Worker Communications	Leisure Service Kiosks & Bookings	CRM: CFO Team 
Digital Inclusion Strategy	Spirit of North Tyneside	Cashless Payments for Schools	Living Well North Tyneside
Childcare Information Directory	SEND Local Offer website	People's Network refresh	SENDIASS website
Digital Direct Debits	CRM: System Phase 1 	Appointment Booking System	Elected Member Enquiry System

To remain 'Open'

Closed - BAU

Open – IT governance

Linked to MTFP 



Customer Promise

We listen, we care –
the standards you
can expect from
North Tyneside
Council



We listen

- We take time to fully understand and meet your individual needs
- We are open, honest and use clear language in all our communication
- Where appropriate, we prefer to serve you via our website, but if this is not right for you, there are different ways to contact us and use our services
- We use your experiences to design our services and help communities to get involved

We care

- We put you in contact with the right person and, when possible, tell you how long it will take to solve your query
- We keep you informed with up to date information
- We treat you with courtesy, politeness and understanding
- We keep your personal data secure and respect your privacy
- We admit when we are wrong, we say sorry, and make every effort to put it right
- We give you straightforward and clear advice about the services that are available to you
- We work together as a team who support and respect each other

You can help us to keep our promise by:

- Treating us politely and with respect
- Letting us know if you have any specific needs
- Giving us the information we need to deal with your query
- Telling us how you feel about our service by giving us feedback so we can learn and improve

You can do this by emailing us at customerfirst@northtyneside.gov.uk or calling us on **0191 643 7477**



SCAN ME



North
Tyneside
Council