



**Nottinghamshire
County Council**

WORKFORCE STRATEGY

2012 - 2014

Foreword

The County Council has set out its *vision for Nottinghamshire to be a place where people enjoy life, are healthy, safe and prosperous; and where business is able to thrive. We are proud of our past and ambitious for our future.* This is expressed in our One Council, One Team approach and underpinned by our values, principles and key messages based on putting the customer at the heart of what we do.

We are undertaking an ambitious programme of on-going change and transformation. Our journey has been one of dramatic learning and improvement that has required taking difficult decisions, but ultimately has helped us transform into an organisation that is now beginning to act as One Council, is more customer focused, provides better value for money, is continuously improving and is clear about its priorities.

Our transformation has been underpinned by our Strategic Plan. This outlines how we will meet our biggest challenges, providing clear strategic priorities aimed at delivering good quality affordable services for Nottinghamshire residents as well as developing an effective and efficient organisation.

We also need to meet the challenge outlined in the Local Government Workforce Strategy of delivering *“faster, fitter, more flexible, citizen focussed and personalised public service.”*

Our people are our key asset. It is their commitment and professionalism that makes the difference. Their knowledge, skills, abilities, flexibility, creativity and innovation are critical to the delivery of good quality, affordable services and providing high standards of customer service with improved outcomes for the people of Nottinghamshire.

We need to continue to build on best practice and develop a more dynamic “can do” approach across the whole Council led by managers who respect the people they are responsible for and are accountable for giving them the leadership, inspiration, support and freedom to do their best work.

Our managers have to be enthusiastic and ambitious, bold and innovative, setting high service and efficiency standards for their teams and being prepared to take responsibility for leading the necessary changes and improvements.

In order to deliver our vision and continuously improve services, we will continue to enhance the way we run our services with clearly defined outcomes, clear prioritisation of resources, improved systems and processes and ensuring good value for money. We have already delivered significant service improvements by reprioritising resources, restructuring the Council and implementing a raft of new initiatives including the new Competency Framework.

This strategy identifies the further actions we need to take to realise our ambitions. This is the continuation of our journey to become a more efficient and effective organisation which improves outcomes for the people of Nottinghamshire, our customers.

Mick Burrows
Chief Executive



Purpose and context

As part of our One Council – One Team ambitions we need to establish a more consistent and integrated approach to the development of the organisation.

At a time of limited resources, facing significant financial challenges and with an ambitious programme for improvement we need to be very focused on what we intend to achieve, how we intend to go about it and how we will measure our progress.

To this end we need a strategy to clearly articulate our objectives in relation to our people and identify the actions required to deliver the key objectives set out in the Council's Strategic Plan and vision and supporting service plans.

The purpose of the Workforce Strategy is to give an overarching direction to the development and improved utilisation of our workforce in order to meet the key priorities and principles in the County Council's Strategic Plan.

The Council has articulated its core values of customer focus, respect, integrity, responsibility and commitment. The values underpin not only the aspirations and actions in this strategy, but also form the essence of the relationship between the Council and its employees.

This Strategy is focused on these values and the underpinning principles that the management and deployment of the workforce can have the greatest impact on, they are:

1. Operating as a unified "One Council – One Business"
2. Being clear about responsibility and accountability
3. Deploying our people resources to meet the aspirations and needs of our communities
4. Maintaining a suitably qualified, effective and efficient workforce
5. Focusing on our customers.

We believe this provides a solid framework to develop the organisation and identify actions under these headings for our annual programmes of work.

The Improvement Programme will deliver some of the underlying initiatives required for the implementation of the Workforce Strategy and the two need to be closely linked. However, much of the activity to realise our objectives will be delivered not at the corporate level but by departments and individual services. This will ensure that our activity is tailored to meet the needs of our customers and allows us to work effectively with partners.

Each of the key actions identified within our strategy will have its own project plan for delivery.

Priority 1: Operating as a unified “One Council – One Business”

Development and redesign of the County Council’s organisational structures, ways of working, processes and systems to develop a modern, consistent performance and improvement focused culture which supports delivery of modern efficient, affordable and citizen-focused services.

Key Messages:

- **We will create a culture which encourages individual excellence, improvement, innovation, personal growth and responsibility**
- **Our people are our primary asset, we will ensure that they are skilled, flexible, responsive and empowered to take decisions**
- **Employees will actively contribute to improving services year on year to reduce inefficiency and waste and ensure that services are of the best quality**
- **Employees will support each other; respect and value others; treat each other with fairness and honesty and challenge bad behaviour**
- **We will ensure that employees are supported by business processes, systems and ways of working that are efficient, effective and maximise the use of new technology**
- **We will lead and manage organisational change by engaging, involving and supporting the workforce**

Supporting Actions

There are numerous ways in which we can address working together more effectively to improve efficiency, performance and customer satisfaction. The approach within this strategy, and the Improvement Programme, is to build on the progress we have made, establish new, overarching processes, practices and a framework to assist staff and managers to identify improvements, increase flexibility and efficiency and to specifically target areas where more significant improvement needs to be made.

To embed the considerable success in meeting the current challenges will require a fundamental shift in organisational culture. This new culture has been articulated under the One Council – One Team banner. This will be delivered through the initiatives commissioned as the next stage of the Improvement Programme; through a number of targeted and specific actions building on the success and feedback from the employee and manager Roadshows.

This will include utilising the leadership capacity across the organisation following on from the leadership development programme to enable middle managers to create and sustain a climate that engages the entire workforce to align individual efforts with the Council’s vision and strategic priorities and ensures compliance with agreed organisational priorities.

Active involvement of employees in the process of service review and redesign and the wider transformation of the Council will increase ownership, gain commitment and encourage success. Two way communication with employees; gaining their views and ideas and their engagement in the implementation of organisational change is key. The Communications Strategy will have a significant role to play in this, in addition to a co-ordinated range of wider employee engagement activities. This will be supported by quantitative information such as absence and turnover data and qualitative information from employee surveys and focus groups which will be used in the first instance to establish a baseline from which to measure and set targets for improvement.

Improved streamlined and standardised business systems and processes driven by the BMS and Ways of Working programmes, new ways of working and working practices and the updated operating model will reinforce organisational change and help us move towards a modern, responsive and flexible workforce able to deliver key strategic and service priorities. We need to ensure that new processes are efficient; that staff have the resources to perform effectively (including ICT) and that this is reinforced with genuine cultural and behavioural change supported by a clearly articulated narrative of the rationale for change with which staff are engaged.

Workforce modernisation within a structure of teamwork and coaching to build a sustained reduction in costs, improvements in quality and improved productivity as staff feel more fulfilled and motivated will enable the cultural change. This could also involve redistribution of accountabilities to lower levels within the organisation where appropriate to bring decision making closer to the customer and better engage the front line. This would allow more senior roles to focus on areas where their skills can add greater value and impact.

All of this activity will be enabled by flexible and modern HR policies developed in consultation with the recognised trades unions and supporting practices and procedures.

Action	Who	Outcomes
One Council – One Team action plan	CLT, Service Directors, HR, Imp Programme, Dept. leadership teams & all managers	<ul style="list-style-type: none"> To develop a shared understanding across the authority of the vision and values and the need to put the customer at the centre of what we do To involve employees in developing the strategic narrative and applying this to their day to day activities To embed cultural change To allow the Council to realise its full ambitions
Undertake biannual employee survey and implement action plans from this with annual review and temperature testing.	HR and Communications and Marketing	<ul style="list-style-type: none"> Baseline from which to measure improvements in levels of employee engagement Direct feedback to shape future actions which will improve levels of engagement and employee satisfaction, morale and motivation Ability to assess reach and impact of key messages and internal communications.
Develop improved mechanisms for effective employee communication and engagement	Line managers, HR and Communications and Marketing	<ul style="list-style-type: none"> Improved employee morale and motivation. Generation and implementation of new ideas. Embedding of a culture which encourages creativity and innovation. Improved customer satisfaction and reputation.
Develop and implement an Investors in People action plan to address issues arising from the reassessment process	liP steering group, HR and departmental managers	<ul style="list-style-type: none"> Retention of liP accreditation Improved employee engagement and morale and motivation
Develop and realise the benefits of the Ways of Working programme.	Imp. Programme, CLT, Dept. leadership teams	<ul style="list-style-type: none"> More modern, flexible working arrangements Improved service delivery Improved efficiency Reduced building overheads
Review HR policies and supporting guidance on a prioritised basis as part of wider corporate Policy Review to support development of the Policy Library	HR supported by Policy team	<ul style="list-style-type: none"> Modern, streamlined policies in a consistent format, accessible through one route Reduction in bureaucracy Greater clarity and accountability

Priority 2: Leadership: Being clear about responsibility and accountability

Building visionary and ambitious leadership now and for the future which makes the best use of both political and managerial roles and improves the quality and speed of decision making.

Key Messages

- **We will clearly set out the role and expectations of a leader in Nottinghamshire**
- **Managers will lead by example and model our agreed values, vision and principles as articulated in One Council – One Team**
- **Managers will involve employees and encourage them to see change as a positive challenge and foster a climate of staff engagement, creativity and innovation**
- **Managers must have the skills and confidence to challenge poor performance and behaviour and address under-performance with sensitivity and purpose**
- **Managers will be supported to implement and embed policies so that they become well established and effective**
- **Managers will make timely and sound decisions based on robust evidence**
- **Managers will be engaged in our work to improve services and embed change**
- **Change management skills are key leadership skills**
- **We need to plan for the future to help develop tomorrow's leaders**

Supporting Actions

In a large and complex organisation we are reliant on our managers to ensure improved service delivery and to support the achievement of the key priorities within the County Council's Strategic Plan.

In the past we have put significant emphasis on managers' technical expertise rather than on their ability to motivate and lead their people. The new management structure and Competency Framework were designed to address these issues seeking to separate out management activities from operational ones and to articulate key management behaviours. Separating out professional, technical and managerial responsibilities and job families into clearly defined career paths to make the best use of new technology, knowledge and skills will form part of the next stage of the organisational re-design. This will include fully describing the management roles and ensuring that managers understand their changing role; clearly setting out expectations of employees and managers and ensuring that managers have the skills and confidence to operate successfully in the new operating context and take their teams with them in facing the challenges ahead. We

need to monitor the implementation of the new structure and competencies to ensure that they are contributing to improving outcomes for the citizens of Nottinghamshire.

Going forward, there will be greater emphasis on managers addressing performance issues, both in acknowledging good performance and tackling poor performance with a focus on behaviours. New accountabilities and responsibilities and the required capabilities will need to be clearly articulated and embedded into role profiles and person specifications and part of ongoing performance management.

We will ensure that managers understand the need for regular and honest dialogue with employees and recognise that delays in raising concerns diminishes an individual's ability to make improvement. We will ensure that managers have the skills and confidence to do this sensitively and supportively.

To maximise efficiency and value for money in a challenging financial climate, effective budget management supported by robust systems, processes and infrastructure will also be critical. Managers will be trained and supported in the application of policies, processes and procedures equitably, fairly and consistently across the County Council and our partner organisations.

A comprehensive leadership development programme will be implemented for middle managers to develop their leadership behaviours to create clarity, provide feedback, delegate authority and accountability and ensure that they have the skills and confidence they need to engage employees effectively to make the most of their diversity, creativity and innovation. A corporate coaching and mentoring scheme will also be developed to further support managers and employees in undertaking new roles within new operating contexts and service delivery models.

We will need to assess the level of diversity of background, experience and perspective across the leadership cohort and evaluate the barriers to under-represented groups being in leadership positions to ensure that we maximise potential and reflect this in the identification and development of our leaders for the future. This should be reflected in the definition of the characteristics of "high potentials" and for rapid progression to professional and line management leadership positions. The competency framework will identify and enable development of potential future leaders.

Once the new business management system is bedded in and new modules brought on line, this should support managers by providing timely and accurate information which will enable more effective decision making, planning and management of employees resulting in improved service delivery.

Action	Who	Outcomes
Next stage of organisational design to clearly define and articulate new management roles and map management decision making	HR & Departmental leadership teams with external support as required	<ul style="list-style-type: none"> • Greater clarity of roles and responsibilities. • Improved decision making. • Greater ownership amongst and engagement of middle managers in organisational development
Roll out the leadership development programme across the organisation down to team manager level.	Chief Executive, CLT and HR	<ul style="list-style-type: none"> • Improved performance management and leadership of employees. • Engagement of front line managers to deliver improved service outcomes. • Motivated, supported and engaged employees. • Improved and targeted leadership development
Develop and implement corporate coaching and mentoring schemes	HR	<ul style="list-style-type: none"> • Improved levels of on-going support for employees and managers leading to increased levels of confidence and ability • Cross organisational working will embed the One-Council ethos • Utilisation of existing coaching and mentoring skills and capabilities
Development of a higher and further education programme to assist in developing future and existing leaders	HR	<ul style="list-style-type: none"> • Develop capabilities of existing leaders • Recognition of potential and succession planning for aspiring leaders • Retention of knowledge, skills and experience • Motivation of key staff groups
Implement a new streamlined Performance Management Procedure	HR and line managers.	<ul style="list-style-type: none"> • Eliminate confusion over tackling performance issues and provide clarity over roles and responsibilities • Improved service outcomes. • Improved efficiency. • More effectively manage poor performance. • Improved customer experience and feedback.
Monitor the application and effectiveness of the Competency Framework and revised EPDR process across the organisation.	HR and line managers.	<ul style="list-style-type: none"> • Initial feedback on the new standards and processes • Opportunity to make minor amendments. • Opportunity to review communications • Opportunity to offer additional management training
Stabilisation of phase 1 and development of BMS phase 2 modules including setting objectives and performance management; learning and development, and accident reporting	BMS Programme Team, HR & mgrs	<ul style="list-style-type: none"> • Improved management information • Ability to cross-reference performance data with other information i.e. learning and development to improve decision making • Ability to track the impact of the new Competency Framework

Priority 3: Deploying our people resources to meet the aspirations and needs of our communities

Taking action to address future key occupational skill shortages; workforce planning and succession planning; actively managing turnover and supporting employees facing redundancy with identification of redeployment and retraining opportunities where possible and addressing workforce diversity issues

Key Messages

- **We will promote local government as a good place to work and attract and foster talent**
- **We will remain an employer of choice able to attract and keep the best performing employees with a consistent and fair approach to pay and conditions for all employees**
- **We will ensure that our overall employment package supports the achievement of strategic priorities**
- **We need to make sure we understand our staffing needs now and in the future and plan to meet these**
- **We will ensure that our workforce reflects the communities we serve and promote diversity across the workforce**
- **We will actively manage turnover in a proactive and supportive way**
- **We will recognise highly performing and committed employees**

Supporting Actions

A productive and skilled workforce with the right knowledge, skills and experience; organised and managed effectively to deliver organisational priorities, now and for the future, is key to improved outcomes for the people of Nottinghamshire. The first step in this is identifying what employees we actually need now and in the future.

Having established our staffing requirements we need to plan to have these individuals in place both through effective succession planning; recruitment of new staff where in-house skills are not available; retraining; and development and deployment of our existing employees and enabling them to move through and across the organisation more easily. We need to retain those people who are willing to meet the challenges of improving efficiency, performance and customer service within a shrinking budget and who embrace change, innovation and new ways of working.

The overall employment package needs to be affordable, fair and equitable, in line with that offered by other comparable employers but enable us to remain an employer of choice. Effectively connecting reward to performance and focussing on the less tangible elements such as progression, conditions of service, development and recognition will further support employee engagement. As well as competitive terms and conditions we

also need to ensure that we properly recognise good performance, thanking employees for their continued commitment and contribution.

Workforce planning, including effective talent management and succession planning, needs to be integrated with service planning to ensure customer-focussed service delivery. This will enable the County Council to meet its strategic objectives and priorities by delivering improvements in efficiency, productivity and value for money. The approach will be to address key service demands and major workforce issues; identify resources and clearly allocate responsibilities for action. The strategy will be regularly reviewed and adjusted to reflect changes in requirements. In some areas this will include joint working and planning with our partners across a range of agencies and will be based on robust management information about current resources and future demand. This will include the views of employees and service users, as appropriate.

We need to develop our recruitment processes to include approaches such as competency assessment to ensure that we appoint the right people as efficiently as possible without compromising on our aim that our staff reflect the communities we serve. We will also ensure that we recruit people safely to ensure the safety and welfare of employees and service users. We also need to implement more efficient ways of submitting and processing applications.

60% of employees are in the 36-55 age group. The proportion under 25 is falling and is now less than 5%. This compares to 13.26% of the Nottinghamshire population who are aged 16-25. In support of the Council's developing Youth Employment and Employability Strategy and our position as one of the largest employers in Nottinghamshire and in order to improve the age profile of the workforce; we will develop further our range of work related learning opportunities for young people. This will include work experience, apprenticeships and graduate traineeships.

We have been working to reduce our reliance on agency staff through better procurement and ensuring that services, including temporary and agency staff and external consultants, are engaged for defined time periods to meet clearly identified business needs and are procured and managed efficiently to provide value for money and that spend is effectively monitored and controlled.

Action	Who	Outcomes
Develop and roll out a workforce planning kit.	HR Departmental management teams	<ul style="list-style-type: none"> Co-ordinated approach to workforce planning across the organisation.
Improve recruitment processes including competency based recruitment and e-recruitment.	HR and Departmental managers.	<ul style="list-style-type: none"> Recruitment of right people with right knowledge, skills and experience first time. Reduced costs. Promotion of NCC as an employer of choice.
Complete and implement recommendations of Improvement Programme strand of work on use of agency staff and consultants.	Corporate Procurement Centre and HR	<ul style="list-style-type: none"> Improved monitoring and control over use of agency staff and consultants. Reduced costs and increased value for money Improved processes
Develop and implement an integrated and positive approach to recognising good performance	CLT, HR and departmental managers	<ul style="list-style-type: none"> Improved performance Improved morale Will assist in the development of a performance culture Promote positive feedback and an improved sense of our successes
Joining up the work on other priorities to ensure that our reward system supports the growth of a performance culture.	HR	<ul style="list-style-type: none"> Improved employee motivation and performance management.
Departmental equality and diversity target setting and action plans to deliver corporate action plan.	Departmental Equality leads in conjunction with senior managers.	<ul style="list-style-type: none"> More representative workforce. Meeting key equality and diversity targets. Improved recruitment of key knowledge, skills and experience.
Improve opportunities for young people to gain work experience and develop the skills required for their future employment	HR, CFCS, Futures	<ul style="list-style-type: none"> Identify potential for further development and retain within the organisation. Improve the age profile of the workforce encouraging innovation and creativity and new ideas Promote the Council as an employer of choice for young people seeking employment Provide career pathways and routes for career development Improve basic and life skills across the wider community and the workforce.
Improved identification of redeployment and retraining opportunities for existing staff potentially facing redundancy	HR, managers, joint trades union working group	<ul style="list-style-type: none"> Compliance with employment law requirements and good practice Retention of business critical knowledge, skills and experience More effective management of turnover and reduced redundancy costs Mitigate levels of compulsory redundancy

Priority 4: Maintaining a suitably qualified, effective and efficient workforce

Developing employees' skills and knowledge, in an innovative, high performance, multi-agency context; identify, develop and motivate talent to deliver short and long term organisational objectives

Key Messages

- **We need to ensure that we develop a workforce that is not just skilled within their own service but also have transferable skills**
- **Skills development should follow workforce planning activity**
- **Key attitudes and behaviours will include the willingness to embrace change, innovation and new ways of working**
- **We need to maximise the talents of our employees and use these more flexibly encouraging innovation and improvement**
- **We need to provide career pathways and opportunities for staff learning and development across the organisation**
- **Learning opportunities should be prioritised against assessed needs**
- **The corporate learning and development offer should be linked directly to strategic priorities and delivered via a mixed economy**

Supporting Actions

We need to ensure that we can deploy employees to work more flexibly across the organisation and with partners. This will enable them to develop their skills, gain wider experience and maximise utilisation of their talents. Increased cross training in skills across functions will support this and improve efficiency and communication.

Literacy, numeracy and basic skills are the foundation stone for further skills development. We will continue to build on our effective joint working with trades union colleagues to promote and improve skills in these areas across the Council.

Allied to developing our own talent we need to ensure that we have training and effective career pathways available to provide opportunities for development of staff. To achieve these aims we need to develop a more systematic approach to career development.

The Competency Framework will provide a platform from which we can undertake talent management; succession planning and skills analysis audits. This will be supported by training plans to address the skills shortages and any gaps identified. Key skills required within the organisation will include organisational design, change management, problem solving, business process re-engineering, customer management and community engagement. A new BMS module under development will allow us to link EPDR outcomes with learning and development activity.

To minimise the impact of poor health and absence on service delivery, we will continue to support the health, safety and well-being of employees. This will include further reducing sickness absence. The main thrust of this will be ensuring that managers foster working relationships and environments that promote wellbeing and resilience and pro-actively prevent and manage absence. Also that employees are supported in taking personal responsibility for their lifestyle choices to maximise promoting good health.

The effective identification and management of risks, auditing of health and safety compliance and prioritisation of key areas for preventive action will be key in optimising the health outcomes for employees. This will include ensuring that the working environment is safe, secure, well maintained, legally compliant and accessible to all.

Action	Who	Outcomes
Development of proposals for job families and career pathways as a subsequent stage in organisational redesign	HR and Departmental Managers	<ul style="list-style-type: none"> Retention of critical knowledge, skills and experience Improved career progression and succession planning Improved morale and motivation More flexible deployment of staff across the organisation
Develop talent management policy for talented individuals based on the Competency Framework	HR, Departmental managers and key partners.	<ul style="list-style-type: none"> More effective identification of key attributes Improved recruitment and retention of skills. Improved skills development.
Develop L&D BMS module.	HR & BSC.	<ul style="list-style-type: none"> More effective identification of key skills linked to L&D options Improved identification of L&D opportunities Improved skills development better linked to workforce planning activity.
Agree and implement corporate priorities for learning and development.	Corporate L&D team and departmental management teams.	<ul style="list-style-type: none"> Improved efficiency and reduced costs of learning and development activity. Increased transfer of skills and flexibility of the workforce.
Competency Framework	HR and departmental managers.	<ul style="list-style-type: none"> Monitor the performance of staff against the framework Target training and support to improve overall competency levels
Further review and consolidate learning and development resources across the County Council to deliver a co-ordinated approach.	HR and key service areas	<ul style="list-style-type: none"> Improved efficiency and reduced costs of learning and development activity Capacity released for further development.
Review and refine corporate well-being action plan.	Line managers, HR & Occupational Health, Public Health, joint trades union working group	<ul style="list-style-type: none"> Improve employee health and wellbeing Reduced absence rates to average County Council levels. Reduced costs due to absence
Promote literacy, numeracy and basic skills training	HR, managers and trades union learner reps	<ul style="list-style-type: none"> To improve basic skills levels across the Council Improve service delivery and outcomes To enable better career development and progression

Priority 5: Focusing on our customers

Ensuring that all the actions taken by employees are for the ultimate benefit of customers and that all workforce activities reinforce the link to improved outcomes for our citizens.

Key Messages

- **We will deliver on our promise to put the customer at the heart of all we do**
- **We will provide a clear template of customer service for all employees to ensure high standards of customer service across the Council**
- **We will ensure that access to services is organised on the basis of convenience for customers**
- **Employees will be empowered to deliver organisational change**
- **Every employee will be expected to contribute to improving customer satisfaction**
- **Our flexible workforce will be able to respond to changing customer needs, internal and external drivers**

Supporting Actions

Despite the levels of personal commitment of employees towards customer service, the Council has not placed sufficient emphasis on the customer as a golden thread through all activities and initiatives. However, progress is being made - customer focus is key within the new Competency Framework, and many service reviews are taking the customer journey as their basis. We need to develop this approach further.

Our first priority is to refresh the Customer Strategy to ensure that all employees understand the standards expected and that we have a clear way forward to improve access to our services. This will include work to ensure that our customers are aware of the standards that should be applied.

We need to build on the commitment of employees and give frontline people and teams more autonomy to act to meet customer needs. This is a key feature of the cultural shift the Council has initiated. In achieving this we can be confident that changes do not adversely affect customers inadvertently and that we understand, at the point of delivery, what our customers need.

The Council will be undertaking a systematic programme of service review and business process re-engineering (BPR) activity. Through BPR we can identify the current customer pathway and consciously amend our systems and processes to improve the customer experience and outcomes. This should result in improved customer satisfaction. Involving employees in these processes, with the necessary training and support, will be important if we are to deliver sustained change for the benefit of the citizens of Nottinghamshire.

There will be improved customer service training available for all employees to support the embedding of the competency framework and improved customer outcomes. Initially this will be prioritised towards the frontline.

The Leadership Development Programme will also emphasise the customer ethos and challenge managers to become more customer focused and empower their frontline people and teams to have more control over the design and delivery of services.

Action	Who	Outcomes
Implement corporate Customer strategy	CLT, Customer Service Team, and Departmental Managers	<ul style="list-style-type: none"> To articulate the standards required of all staff To alert the customer to the standards they can expect Recognition of customer service as an area of expertise To co-ordinate customer focused activities
Channel shift project	CLT, Customer Services, Communications and Marketing and Departmental Managers	<ul style="list-style-type: none"> To ensure that customer access works for the customer and the authority Utilise most cost effective channels Focus face to face or telephone customer access to staff with identified customer service skills
Roll out customer service training across the organisation	HR and Departmental managers.	<ul style="list-style-type: none"> Refresh the offer for customer service training Ensure that there are appropriate options for frontline employees.
Develop and maintain network of customer service coaches and mentors to support front line staff	Customer Service Team and L&D teams	<ul style="list-style-type: none"> To ensure that high standards of customer service are embedded in day to day activity To ensure that staff are enabled to apply learning and skills in practice
Service Review/BPR process – including training as necessary	CLT, Improvement Programme and Departmental Managers.	<ul style="list-style-type: none"> Train and empower employees to re-engineer systems and processes from the customer perspective Maintain the focus of creativity and change at the frontline
Leadership Development Programme	HR and Departmental managers.	<ul style="list-style-type: none"> To embed customer care as a golden thread through management activities Transferring the skills to managers to unleash the creativity of employees to design and deliver services for customers