

20/03/12 Workforce Development - Key Activities		Start	Critical Dates	Started	Finish	Dependency	1st LO	Link officer	RAG	Progress
1.1 Restructure Changes		Nov	Apr-12				Man team			
1.1.1	Team structures & allocation			√	√					Oct11 - staff briefing held to discuss working on accommodation, training, teams etc. Plans produced and published - feedback requested and amendments made to team as necessary Nov11 - Go live -Transition of staff into Revs and Bens - Staff moved into new team, training started and service requirements being managed. Consultation with staff on grading tasks and work started on worktray changes. Dec11 Changes to Ctax worktrays completed. Jan12 Vacancies in redeployment - no take-up. Feb12 - Recruitment on hold until after main billing.
1.1.2	Accommodation moves			√	√					
1.1.3	Grade tasks implementation			√		1.9.1				
1.1.4	Work tray changes			√						
1.1.5	Recruitment of vacancies			√						
1.1.6	Apprentices		Apr-12	√						
1.2 Staff Training Plans		Nov-11	ongoing				Man Team			Nov 11 - training plans started. Training beginning in Council Tax for all new staff into Revs and Bens. Dec11 - Final transition group of staff have now moved into dept - Ctax training ongoing. Plans drawn up for HB training and building in other training requirements over the next 12 months. Jan12 - Ctax training ongoing, some staff now trialling on telephones with grade E support. First group of existing Ctax staff have started HB training. Feb12 - Group 2 HB training in progress. Ctax - going well and most staff now working on the telephones with a technical expert supporting. Mar12 - Apprentice appointed - due to start late Mar
1.2.1	Identification of priority training requirements									
1.2.2	Develop 12 month plan - generic officers		Nov-11	√	√					
1.2.3	Publish plans		Nov-11	√						
1.2.4	Review training progress monthly		Ongoing	√						
1.2.5	Develop central skills audit spreadsheet		Ongoing	√						
Staff Training Requirements										
	Council Tax new staff		Nov-Mar	√						
	HB New Claims - Existing Ctax		Jan-Dec	√						
	BACS		Mar-12	√						
	Recovery integration		Mar-12	√						
	HB Overpayments		Mar-12	√						
	Lync Telephone system		Apr-12							
	Recovery & COA - HB		TBA							
	COC - HB		TBA							
	Capita Efficiency Module		Jun-12							
	CTS Scheme		Oct-12							
	Annual - required training		Ongoing							
1.3 Staff Survey		Feb-12	Apr-12				Man Team			Jan12 - Review of staff survey - building in recommendations into recovery plans. Feb12 - most of staff feedback now built into plans. Communication focus group being considered after main billing.
1.3.1	Analysis of responses			√						
1.3.2	Action Plan			√						
1.3.3	Implementation of recommendations			√						
1.4 Communication strategy		Nov-11	ongoing				Man Team			Nov11 - Staff briefings held on training plans, accommodation moves and teams. Jan12 Staff briefings held - update on training progress, work levels, and plans for future improvement - DWP work and workstreams around workflow. Feb12 Review of staff survey - recommendations being built into recovery plans.
1.4.1	Staff briefings sessions		ongoing	√						
1.4.2	Staff communication group		Apr-12							
1.4.3	Working practice briefings notes		ongoing	√	√					
1.4.4	Team meetings		ongoing	√						
1.4.5	R&B overview presentation for managers and staff			√						
1.5 Absence Management							Man Team			Dec11 - Monthly meeting booked with HR both at management team and team leader level. Feb11 - team leader review working well - better consistency around absence management being delivered. Capability investigations in progress Mar12 Ongoing case conferences. Long term absence - capability investigations in progress.
1.5.1	Implement Monthly management reviews with HR		ongoing	√	ongoing					
1.5.2	Implement Monthly Team leader reviews with HR		ongoing	√	ongoing					
1.6 Service Manager Role Development		Nov-11					Man Team			Dec11 - Management workshop delivered by HR and L&D Feb12 One to ones and appraisals underway. Development areas identified and plans being developed. Mar12 - Manager review of role structure and implementation of improvements for cross working
1.6.1	Management Team - team building		Jan-12	√	√					
1.6.2	Individual Development Plans		Apr-12			1.2.5				
1.6.3	Monthly one to one's			√						
1.6.4	Appraisals		Feb/Aug	√						
1.7 Team Leader Role Development		Nov-11					Man Team			Feb12 Initial presentation to team leaders complete - team work shops booked Mar-Apr - One to one and appraisals booked and underway Mar12 Team leader workshops delayed until Apr12 due to City College workloads
1.7.1	City College & L&D sessions		Mar-12	√						
1.7.2	Roles and responsibilities meetings			√						
1.7.3	Individual Development Plans		Apr			1.2.5				
1.7.4	Monthly one to one's			√						
1.7.5	Appraisals		Feb/Aug	√						
1.8 Specialist Officer Role Development		Nov-11					Man Team			Dec11 - Work underway with officer to define roles and communication arrangements Feb12 - Work in progress to develop role and reporting of outputs and performance on specialist activities Mar12 - Review of role to be undertaken in April
1.8.1	Role and responsibilities			√						
1.8.2	Identification of duties			√						
1.8.3	Reporting arrangements for specialist areas			√						
1.8.4	Individual Development Plans		Apr-12			1.2.5, 1.10				
1.8.5	Communicate to staff			√						
1.8.6	Monthly one to one's			√						
1.8.7	Appraisals		Feb/Aug	√						
1.9 A-E Role Development		Nov-11					Man Team			Nov11 - staff workshops held through Nov to consider tasks for D/E split. Introductory get to know you one to one complete. Identified, coaching/mentoring, training, complaints, new release testing, workstream trials for E grades. Jan12 Changes to council tax work trays complete. Feb12 - work ongoing with staff on administration tasks for C/B Mar12 - Training on specific tasks ongoing mar - Options for coaching and mentoring training being considered
1.9.1	Work task consultation A-E			√	√					
1.9.2	Communicate to staff			√	√					
1.9.3	Implementation of tasks changes			√						
1.9.4	Work trays changes to reflect work			√						
1.9.5	Coaching and mentoring Grade E			√						
1.9.6	Individual development plans		Apr-12			1.2.5, 1.10				
1.9.7	Bi-monthly one to one's			√						
1.9.8	Appraisals		Feb/Aug	√						
1.10 Accommodation		Dec-11					Man Team			Nov11 - Accommodation working group set up - office clearance in progress. Staff teams in place. Jan12 Cubicles on ground floor altered to maximise customer capacity (2 additional cubicles). General office risk assessment undertaken 1st and Grd floor. Mar12 Further office clearance and painting in progress.
1.10.1	Office clean up			√	√					
1.10.2	Cubicles changes			√	√					
1.10.3	Cameras in cubicles			√						
1.10.4	Office Redecoration			√						

3	Work Flow Management Key Activities	Start	Critical Dates	Started	Finish	Dependency	1st LO	link officer	RAG	Progress
3.1	Scanning and Indexing	Feb-12	Apr-12				JMc	SC		Feb12 - Review of scanning and indexing function underway to improve turnaround time of scanned claims. VF standard checking of documents to be put in place.
3.1.1	Review current workflow			√	√					
3.1.2	Recommendations for improvement			√						
3.1.3	Implementation of changes			√						
3.2	Post	Feb-12	Mar-12				CC	Ccu		Feb12 - 2 week of incoming post underway to review how to improve workflows and manage work levels at point of transaction. Trail to be extended and evaluation still to be done before roll-in of more staff. Mar12 Trial ongoing - looking at triage approach.
3.2.1	Review of post - customer journey			√						
3.2.2	Trail options			√						
3.2.3	Evaluation and recommendations									
3.2.4	Roll in all staff									
3.3	Counter	Feb-12	Mar-12				CC	Ccu		Feb12 - Trial of counter/cubicle triage system underway. More staff now getting involved with the trial - early indication show improvement to waiting times - impact assessment on work and completion rates to be undertaken. Mar12 - response rates are good and system working well - on hold 2 weeks Mar due to main billing
3.3.1	Trial of triage system			√						
3.3.2	Evaluation and recommendations			√						
3.3.3	Roll in all staff									
3.4	Telephones	Mar-12	May-12							
3.4.1	Review current operation of telephone response			√						
3.4.2	Evaluation and recommendation			√						
3.4.3	Implementation of changes									
3.5	DWP - Performance Development team	Jan-12	Jun-12				MC	CC,JMc,AT		Jan12 - Review of workflow by DWP. Recommendation to be built into plans around workflow. Feb12 - Review of work levels undertaken - plans to clear oldest work across staff worktrays in place - to be reviewed weekly throughout March - impact on year end
3.5.1	Project Initiation DWP		Nov-11	√	√					
3.5.2	Review of current position			√						
3.5.3	Work Clearance Plans implemented			√						
3.5.4	Weekly Reviews			√						
3.5.5	PDT complete		Jun-12							
3.6	Agency Staff	Nov-11					CC			Nov11 - 5 Agency staff in place backlog sealed off - working on new claims first. Dec11 - Difficulties retaining agency staff due to London working - now have 3 staff. Jan12 - Not able to secure additional staff - have retained 3 good staff - revised clearance plans to take this into account - final new claims now in progress. Feb12 Agency staff still making good progress - on target to clear by end April. Mar12 - backlog still on target to be cleared end April.
3.6.1	Seal off backlog		28-Nov-11	√						
3.6.2	Plan for clearance			√	√					
3.6.3	Communicate actions			√	√					
3.6.4	Review progress weekly			√						

