

Objective: CREATIVE AND CULTURAL ENRICHMENT (Champion: Head of Creative Programming & Engagement, Culture, Sport and Tourism)					
Service Offer	Tasks	Sub Task	Milestone (RAG STATUS)	Lead	Due Date
Offer a programme of cultural and artistic activities and events that provide everyone with the opportunity to enjoy some form of cultural experience.	Work in partnership with the rest of Culture, Sport and Tourism in order to deliver a programme of group based activities as part of the Rotherham Together programme providing a creative response to recovery from COVID-19 in Rotherham with a focus on offering particular support to those who are bereaved	Work with the wider CST team in Heritage and Museum services to deliver co-created activities. Project group initiated Feb 2021.	- Delivery of group-based activities as part of the Rotherham Together programme.	Head of Operations and Business Transformation	December 2021
Seek funding to extend the cultural offer and engage with a wider range of interests, supporting the local and regional cultural sector.	Work with colleagues in Parks and Green Spaces to extend the Library into the outdoors	Run a program of events within parks and green spaces in order to increase the number of engagements. Work with the wider CST team to host events and work in partnership Identify any other opportunities to work together with the wider CST team.	- Pop up libraries to be delivered from Summer 2021 following success in 2020. Project group initiated March 2021. - 4 pop-ups planned in green spaces and 2 in libraries outdoor spaces (Mal/Thorpe) Death positive memory trees distributed to all sites to branch off from Thyrbergh County Park "Hope Fields".	Operational Manager North/South	September 2021
	Target hard to reach communities identified during the recent consultation (BAME, Young people, males and self-identified disabled) and those with protected characteristics	Work with partner organisations such as Voluntary Action Rotherham (VAR) to develop a programme	- Partnership document completed for all sites, staff working with partners in the Communities	Operational Manager Central	December 2021
	Sustain the increased participation of online activities	TL's reviewing the LC e-learning modules to determine which are relevant.	- Digital training for all Library Staff - Keep the online content refreshed in order to sustain existing participation numbers - Utilise other CST social media platforms to promote the library offer	Operational Manager COI/SDS	December 2021

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	Explore regional and national funding opportunities	Apply for at least 2 funding opportunities during 2021/22	<ul style="list-style-type: none"> - Work with neighbouring authorities. - Utilise Libraries connected for opportunities - Reading Friends 10k funding obtained to deliver project from Jan 2021. - Expression of interest sent in for Libraries Improvement Fund (ACE) July 2021. 	Operational Manager COI/SDS	March 2022
The service will seek to increase art, dance, music and theatre into the library space, working with existing partners with emphasis on bringing stories to life.	Deliver a programme of activities through the Flux Capacitor programme which will specifically target those people in communities of lowest engagement including BAME communities and Young people 16 – 25 years		<ul style="list-style-type: none"> - Develop and deliver a full programme of activities during 2021/22 - Capture information/statistics in relation to impact including case studies. 	Operational Manager COI/SDS	December 2021
	Support the delivery of Fun Palaces at variety of library sites, working with colleagues in the wider service to co-ordinate and grow	Planning meeting took place in March. Museums to take the lead role. Work to be coordinated by Rotherham Ambassador.	<ul style="list-style-type: none"> - Support the delivery of additional Fun Palaces during 2021/22 - Monitor the uptake by joining with wider services and the impact this has on increased numbers 	Operational Manager North/South	October 2021
	Delivery of the Anne Frank exhibition in the central library, creating an exciting and high-quality experience to those who visit.		<ul style="list-style-type: none"> - Communicate exhibition through all available platforms - Increase the number of engagements to this event by 10% based on the previous year that the event was held 	Operational Manager Central	December 2021
Communication about library activities will be improved, especially those which are free and low cost and promote cohesion and community spirit.	Production of a marketing plan in order to encourage the take up of activities across libraries.		<ul style="list-style-type: none"> - Demonstrate an increase in activities by 10% for the year 2021/22. 	Operational Manager COI/SDS	March 2022

Objective: READING AND LITERACY (Champion: Assistant Director, Culture, Sport & Tourism)					
Service Offer	Tasks	Sub Task	Milestone	Lead	Due Date
The service will encourage and support everyone, especially children and young people, to develop a life-long love of reading; for example, through continuing partnership work with places where children go and organisations which work with them.	To carry out promotional work in order to encourage increased subscriptions to the Schools Library Service		<ul style="list-style-type: none"> - Organise a schedule of promotion events, having a staff presence around the borough - Increase in the subscriptions to the Schools Library Service by 5% 	Communities of Interest Team Leader	March 2022
	To continue to build on the service offer working in partnership with others such as Grimm & Co, Museum, Green Spaces and Theatres	Working group formed with Museums and Heritage. Pop up libraries planning in place working with Green Spaces.	<ul style="list-style-type: none"> - Regular communication with partnership organisations and the delivery of joint events during 2021/22 - Joint promotion and marketing in progress using RUCST advertising media 	Operational Manager North/South	June 2021
	Delivery of the Summer Reading Challenge and associated summer activities	Planning ongoing for summer 2021. Pop up Libraries planning in progress.	<ul style="list-style-type: none"> - Increase the take-up of the Summer Reading Challenge by 10% for 2021/22 - Roll out a programme of pop up library events in country parks and woodland space. 	Communities of Interest Team Leader	March 2022
	Continue to work with the Reading Agency to deliver services to children		<ul style="list-style-type: none"> - Delivery of focussed activities during 2021/22 - Roll out of Bookstart packs 	Communities of Interest Team Leader	March 2022
	Delivery of a wide range of activities to focus on engaging children of all ages within local communities, particularly those aged 11+		<ul style="list-style-type: none"> - Increase engagement by 10% 	Communities of Interest Team Leader	March 2022
	Work as part of the Rotherham 0-5 Speech, Language and Communication Needs (SLCN) Strategic Group in order to deliver key priorities	Training delivered in 2020. Pathway model updated to include Libraries.	<ul style="list-style-type: none"> - Training of all Library staff in the SLCN Universal Training Offer. - Library activities and services to be included within the SLCN model pathway - Proactively promote and signpost families with identified SCLN needs 	Head of Operations and Business Transformation	April 2021

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Offer a wide range of reading items, including e-books, e-magazines, large print, audio-books, newspapers and magazines to support the personal literacy development of individual readers.	Ensure sufficient budget to fulfil the range of titles and genres	Stock budget on target to be spent by year end. Additional £50k included in 21/22 stock budget. OM to review monthly to ensure on track.	<ul style="list-style-type: none"> - Stock budget to be spent for 2020/21 in order to fulfil the wide-ranging offer - Revised budget breakdown created for 21/22 stock budget to ensure spend is channelled where required. AH and FE to monitor. 	Service Development and Support Team Leader	March 2021 March 2022
	Ensure stock is distributed according to local need, considering those with protected characteristics within the local demographic	-	<ul style="list-style-type: none"> - Review that stock within libraries is relevant to what the communities want and need following consultation 	Service Development and Support Team Leader	March 2022
	Ensure stock is promoted and displayed in an attractive style to encourage reading for pleasure.to all ages	-	<ul style="list-style-type: none"> - Train all frontline staff how best to fulfil stock and how it can be displayed to attract interest - Opening the Book delivered free front line training to those staff at sites refurbished in May 2021. 	Service Development and Support Team Leader	March 2021
The service will continue to develop readers' groups, including online, themed and targeted groups.	Establish new reader groups targeting underrepresented sectors e.g. Males, BAME, Children and disabled. Encourage virtual and face to face groups to grow and support them in building an identity in the community inclusive of all	Exploring online readers groups. TBC if this is in place.	<ul style="list-style-type: none"> - Introduce a further 2 readers groups 	All Team Leaders	July 2021
Participate in national and regional reading events that encourage participation, especially among children, such as the Summer Reading Challenge.	Roll out of Summer Reading Challenge 2021	Planning has started and order placed with the Reading Agency.	<ul style="list-style-type: none"> - Increase in number of participants during 2021/22 by 10% in comparison to the previous year 	Communities of Interest Team Leader	June 2021
	Hold author visits at various times during the year to create excitement around books and reading for pleasure	-	<ul style="list-style-type: none"> - Deliver 4 author events during 2021/22 	Communities of Interest Team Leader	March 2022
	Delivery of pop up and outdoor libraries in order to encourage reading.	Project group scheduled to start March 2021 to start planning.	<ul style="list-style-type: none"> - Embrace 4 new locations in various parks and woodlands in order to provide the opportunity to engage with those currently not accessing the service with particular focus on underrepresented groups 	All Team Leaders	March 2022
	Support and enable staff to utilise the skills learnt to inform their future practice within Libraries and Neighbourhood Hubs in the delivery of activities.	-	<ul style="list-style-type: none"> - Work with neighbouring authorities to learn and adopt new skills where it has worked well for other libraries. - Use Basecamp for idea sharing and benchmarking exercises. 	Operational Manager North/South	March 2021

Objective: DIGITAL ACCESS AND LITERACY (Champions: Head of Customer Services, and Head of Digital services, Customer Information and Digital Services)					
Service Offer	Tasks	Sub Task	Milestone	Lead	Due Date
Up-to-date computer equipment will be provided for people to use free of charge along with free Wi-Fi access in all library buildings. There will also be the facility for customers to print from their own devices.	Deployment of new public network PC's across all libraries	PC's refresh concluded.	<ul style="list-style-type: none"> - Rolled out to all sites - Obtain feedback from users on the new equipment 	Head of Operations and Business Transformation	December 2020
	Deployment of Netloan system which enables customers to book PC's and release prints without the need for staff interaction	Completed.	<ul style="list-style-type: none"> - Rolled out to all sites 	Customer Information and Digital Services Senior Officer	December 2020
Encourage digital literacy among children through developing such things as digital makerspaces and after school code clubs.	Delivery of Makerspaces	Deliver 2 x Makerspaces in 2021 at Wath and Kiveton.	<ul style="list-style-type: none"> - Engage with other libraries who already offer makerspace and attend other LA's to review - Work currently progressing to design each space. Specification is currently in progress and is adapted to each site in terms of space and power. Sessions in the planning phase. ICT currently in consultation for support. Budget to be combined to launch both spaces before Autumn 2021. 	Operational Manager North/South	March 2022
	Further roll out of code clubs		<ul style="list-style-type: none"> - Identify sites that require additional code clubs - Roll out at two additional sites during 2021/22 	Communities of Interest Team Leader	March 2022
Trained staff, volunteers and partners will support people getting online and using ICT with confidence, ensuring that no one is left behind.	Staff and volunteers undertake Libraries Connected e-learning which includes 3 digital modules	LC modules currently in review by TL's. DS/KQ to feed back progress.	<ul style="list-style-type: none"> - All library and volunteers staff to complete training (referenced within PDR's) *new staff continually training 	Service Development and Support Team Leader	December 2021
	Ensure assisted access is provided in line with Customer Access Strategy		<ul style="list-style-type: none"> - Staff to continue to work closely with CIDs Customer Service to ensure assisted access is provided in order to deliver against the strategy 	Service Development and Support Team Leader Customer Information & Digital services (CIDs) Customer Service Team	April 2021

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	Ensure staff can support customers transact digitally		- All frontline staff to be trained in specific Council and partner services which are delivered online in order to offer relevant support	Service Development and Support Team Leader	April 2021
The Libraries workforce will be skilled and knowledgeable in the support they give, focusing on assisted digital processes	Staff to support each other and train volunteers/mentor new recruits		- All staff will be fully trained in how to use new and existing digital technology to ensure they are confident and competent themselves	Service Development and Support Team Leader	April 2021

Objective: HELPING EVERYONE ACHIEVE THEIR POTENTIAL (Champion: Head of Operations and Business Transformation, Culture, Sport and Tourism)					
Service Offer	Tasks	Sub Task	Milestone	Lead	Due Date
Continue to offer a wide variety of stock and materials for loan or reference in various formats, both traditional and digital	Ensure that the range of stock is specifically chosen to be inclusive of all Rotherham communities and those with protected characteristic.	-	- 210k to be spent on stock for 2020/21 - Obtain feedback from communities to understand the demand.	Service Development and Communities of Interest Operational Manager	March 2021
Continue to adapt and mold the service offer to meet the needs of the local community, ensuring that no one is left behind as the service shapes the refreshed service offer	Ensure that the service offer meets the needs of each community. Working in line with other service strategies, e.g. Thriving Neighbourhoods to cross-cut agendas	-	- All sites to work closely with their local community groups, partners, neighbourhood officers and Ward Councillors	Operational Managers Central/North/South	March 2022
	Work with the British Library and neighbouring local authorities to become a Business and intellectual Property Centre (BIPC), supporting small business owners and entrepreneurs across Rotherham to start up and grow their businesses	- Meetings taken place. TL and Operational manager involved in set up as this progresses.	- Regular meetings with Sheffield Council to plan for rollout at allocated library site - An information specialist will provide advice, deliver training to local staff and arrange partner-led workshops and 1-1s with a specific site	Head of Operations and Business Transformation	January 2022
Support school age children with homework and college/sixth form students with their studies, working with local education departments to promote this	Allow children/young adults to learn outside the classroom and access additional support in the form of digital and additional resources	- Promote Libraries as a safe and fun place to study and meet	- Develop 2 additional after school clubs /homework clubs with dedicated study space - Offer free printing to those attended the HWC - Sites in the Communities are ready to offer after school clubs/homework clubs	Communities of Interest Team Leader	December 2021

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Support adults from all communities to get back into education or work, by offering access to online information and face to face support.	Work with the DWP to assist job coaches becoming closer to communities	- Set up sessions across the library network to support customers accessing training and qualifications and job seeker support	- Facilitate Job Coaches operating from Libraries - Utilise links made at the people and skills network group to build this package across all sites - Work with RMBC pathways and other local groups where DWP are unavailable	Operational Manager North/South	December 2021
	Support adults to access apprenticeships or further training to enhance employability skills for the future.	-	- Explore opportunities to delivery virtually - Work with communities to offer this within a suitable space within libraries	Team Leader Central	March 2022
Supported by Voluntary Action Rotherham, the service will offer a range of volunteering opportunities to individuals and community groups to enhance the delivery of the library service.	Increase the number of volunteers within the service	- Working with volunteer co-ordinators with a view that a volunteer process is likely going to be centralised	- Work with VAR as our primary partner in order to increase the number of volunteers by 50% during 2021/22.	Operational Manager Central	December 2021
Increase the number of new apprenticeships available within the service.	Increase the number of apprenticeship posts within the Library Service structure	- Appointed and in post since September 2020	Appoint 3 apprentices	Operational Manager North/South/ Central	October 2020
Ensure library staff are trained to support customers to make the best use of the full range of library resources, along with encouraging the take up sector specific qualifications.	Staff and volunteers undertake Libraries Connected e-learning which include 3 digital modules.	-	- Ensure that all library staff and volunteers undertake the training *can only complete every 3 years as they do not get updated before this.	Operational Manager Central	November 2021
	Undertake the Libraries and Archives Apprenticeship		- 3 staff to undertake this apprenticeship each year 3 staff currently appointed in North, South and Central	Operational Manager Central	April 2021
	Undertake the Management and Leadership Apprenticeship	-	- 2 staff to undertake this apprenticeship each year	Head of Operations and Business Transformation	April 2021

Objective: HEALTHIER AND HAPPIER LIVES (Champion: Head of Public Health, Adult Care Housing & Public Health)					
Service Offer	Tasks	Sub Task	Milestone	Lead	Due Date
Provide and support the use of information on physical health and mental well-being, through the service's own resources and in partnership with others	Increase the number of books to support healthy living, mental health and well-being	- An additional extra £50k included for 21/22 budget	- Review of stock available in each library and increase where required - Stock budget has been reconfigured into separate detail codes to cover for different requirements of service delivery	Service Development and Support Team Leader	March 2021
	Offer a quiet, calm place for children who may be on the autistic spectrum.	-	- Roll out of equipment to support children within libraries Kiveton Park, Aston and Maltby. - Completed	Communities South Team Leader	March 2021
Encourage customers to get healthy, get active and get outdoors by delivering Library services in parks and green spaces	Explore how the service can utilise attractive outdoor spaces across the Borough to deliver "pop-up" libraries and outdoor activities	-	- Work with Culture, Sport and Tourism teams to find suitable spaces and help promote. - 6 pop up libraries delivered across libraries and green spaced in Summer 2021. Annual events planner to include these moving forward, post COVID.	Communities of Interest Team Leader	August 2021

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Host events, activities and groups with partners to encourage and support a healthier, happier lifestyle.	Address Health inequalities which have been identified as part of the Health and Wellbeing review e.g. BAME, Children and Young People, women from deprived communities, unpaid carers and older people	- Work with partner organisations and identify which sites are most suitable to meet the needs of the community	- Work with partners to co-design targeted activities to those groups - Public Health consulted already so that our Health & Wellbeing Champions can take the lead on this.	Team Leader South	October 2021
	Address topics of discussion such as healthy eating, weight management, relaxation, stress management, exercise and fitness.	-	- Pursue opportunities across the Borough to work with "Get Healthy Rotherham" - Get Healthy already work within our sites	Communities of Interest Team Leader	October 2021
	Introduce and grow specific health and wellbeing groups and events e.g. Menopause Café, Musically Minded and Shared Reading	-	- Explore how these events could be hosted digitally. - Work with partners to attract interest.	Communities of Interest Team Leader	October 2021
Actively seek to reduce social isolation and loneliness	Organise reading groups and activities in which people can come together, both face to face and digitally.	- Can also link in to pop up library provision and get individuals outdoors.	- "Cuppa and a Chat" sessions to take place across all libraries. - Programme of reading groups targeted at those with protected characteristics and under-represented groups	Team Leader South	December 2021
	Attend training to enable staff to identify individuals requiring support as first points of contact		- Staff to attend "Making Every Contact Count and Loneliness training" delivered via Public Health		
Promote reading for pleasure as a positive benefit to health and mental wellbeing.	Increase promotion and marketing to attract new customers.	-	- Work with partners in Public Health to identify groups and communities who would benefit from reading to improve their mental health - Work with NHS partners in Joint Service Centres (Aston, Maltby, Rawmarsh) to promote reading for pleasure and other Library resources that may assist improving people's mental health.	Service Development and Communities of Interest Operational Manager	November 2021
Offer a service to those who are potentially lonely and vulnerable	Utilise Booklink and Home Library Services to engage with this group.	-	- Work with the community hub in order to identify additional customers who would benefit from the Booklink/Home Library Service	Communities of Interest Team Leader	November 2020
Support and encourage the staff within the service to stay safe and well at work	Ensure that the importance of health and wellbeing at work/home is prioritised by all	-	- Work with Public Health to deliver the Wellbeing Champions scheme within Libraries - We already have Health & Wellbeing Champions (1 member in the South & 1 member in the North, we are looking to increase	Team Leader North	November 2020

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	Ensure that all staff have sight and understanding of the corporate wellbeing guide and understand the steps to take to ensure that their own health and wellbeing is important to them	-	<ul style="list-style-type: none"> - Regular team meetings to talk over wellbeing guide - Make reference to guide in PDR's where relevant 	All Team Leaders	November 2020
Support the Council, suppliers and communities to address the climate change emergency.	Identify books and other resources to enable communities and individuals to understand the issues and take action in line with best practice	-	<ul style="list-style-type: none"> - A new 'climate change' collection is identified and promoted - A programme of activities are developed, promoting debate and community action with 4 new annual events 	Service Development and Communities of Interest Operational Manager	<p>April 2021</p> <p>September 2021</p>

Objective: GREATER PROSPERITY (Champion: Head of Operations and Business Transformation, Culture, Sport and Tourism)					
Service Offer	Tasks	Sub Task	Milestone	Lead	Due Date
Work with partners to offer space for Information, Advice and Guidance particularly for those seeking or offering employment and training.	Support adults who are not in work or training to take a positive step	-	<ul style="list-style-type: none"> - Delivery of the Steps to Work programme to support adults who are not in work or training to take a positive step. 	Team Leader Central	March 2021
	Support adults to access apprenticeships or further training to enhance employability skills for the future.	-	<ul style="list-style-type: none"> - Offer 3 placements within libraries as part of the National kickstart programme 	Team Leader Central	November 2020
Offer work clubs in conjunction with partners.	Roll out of Job clubs within Libraries in partnership with the Job Centre.	<ul style="list-style-type: none"> - To be addressed as restrictions lift and able to welcome back groups and face to face meetings. 	<ul style="list-style-type: none"> - Engage with Job Centre, to improve employability and build CV writing skills. - Utilise connections made with the people and skills networking group to deliver borough wide job seeker support 	Operational Manager North/South	March 2021
Offer assisted digital support and beginners ICT sessions	Support people getting online and becoming confident I.T. users	-	<ul style="list-style-type: none"> - Create and promote beginner's ICT sessions at all libraries - This is being looked into at Community sites. 	Team Leader South	September 2021

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The service will reach out to those who are unemployed and looking for work to assist them to improve their digital skills	Promote and advertise ICT sessions across the borough.	-	<ul style="list-style-type: none"> - Utilise partners and voluntary organisations to extend reach - Work with the partners internal and external to promote sessions and encourage participation 	All Team Leaders	June 2021
Libraries will work with local colleges to ensure that customers seeking further education are able to seek the right support local to them.	Work in partnership with local colleges.	-	<ul style="list-style-type: none"> - Engage with RNN group and University Centre Rotherham (UCR) to promote higher education and study within Libraries - Already engaged with RNN local Colleges and local schools. 	All Team Leaders	June 2021
Staff and volunteers will be trained to provide digital support for those seeking employment and have the knowledge to signpost to relevant services if this is outside of the library assisted digital offer.	Staff to be competent and confident to use online resources to offer appropriate digital assistance	-	<ul style="list-style-type: none"> - All library staff to undertake training to allow for appropriate sign posting - Build up staff relationships with local educational establishments to build a network of contacts to liaise with to improve partnership working 	All Team Leaders	June 2021

Objective: STRONGER MORE RESILIENT COMMUNITIES (Champion: Head of Neighbourhoods, Assistant Chief Executive's)					
Service Offer	Tasks	Sub Task	Milestone	Lead	Due Date
Libraries will function as friendly and welcoming community hubs, freely accessible to all.	Reviewing of buildings to look at if they are in the right location; if they can be colocated with other services/partners; if the buildings require refurbishing/ modernising; if the service can host wider cultural and heritage activity	<ul style="list-style-type: none"> - Refurbishment of libraries are progressing. 	<ul style="list-style-type: none"> - Utilising the approved Capital funding, carry out a two year programme of improvements to library buildings and ICT provision - Complete co-location of Kiveton Park library and the Early Help Services - Complete co-location of Thurgroft library with the Parish Council *on track 	Head of Operations and Business Transformation	May 2022
Work with appropriate partners and the community to create a new community hub in the town centre in order to increase engagement and footfall.	Future high street funding bid (FHSF) approved. Library will form part of the Markets redevelopments in line with the Town Centre Masterplan	<ul style="list-style-type: none"> - Details have been shared with staff with a view of reinstating focus groups 	<ul style="list-style-type: none"> - Produce a design and service offer of the new library. Planning to be submitted in November 2021. *On track 	Head of Operations and Business Transformation	November 2021

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Review opening hours in line with customer and staff feedback	Utilise statistical information, and engage with local community groups and seek to implement automated solutions, in order to keep libraries open for more people, for more of the time.	- Work is progressing with Open + to allow for self service technology to be rolled out	- Continue to check that opening hours are aligned to customer need. - Deliver self-service Libraries at 2 sites. Tender Evaluation Report approved 15/10/2021. On track.	Operational Manager Central	January 2022
Generate an income through charging for elements of the service provision	Explore the option to hire out library space and delivery of chargeable services, activities and events	-	- New meeting spaces to be developed as part of the refurbishment programme at sites such as Kiveton Park and Dinnington which can be hired out - Continue to charge for some activities and events to sustain a good quality and value service. Income to be reinvested back into activities and events.	Operational Manager North/South	March 2021
Continue to use the Community Infrastructure Levy (CIL) to support the provision of library services.	Delivery of infrastructure needed to support local development.	-	- Use this tool as a local authority to assist and support local development	Head of Operations and Business Transformation	December 2021
Libraries will host a wide range of diverse events and activities	Build community identity and cohesion	-	- Introduction of ESOL classes to 2 other suitable library site within the borough	Team Leader Central	December 2021
	Promote Fun Palace to give everyone the opportunity to demonstrate their talents	- Fun palaces took place with 100 tiny palaces due to Covid-19	- Work with other CST teams to expand and utilise other spaces within the borough	Operational Managers	October 2021
Work with local people to shape our future services, extending ownership, responsibility and pride.	Encourage the community to come forward and speak out within their local libraries.	-	- Arrange sessions and promote borough wide - Utilise partners and voluntary organisations to extend reach to all groups of the community	Team Leaders	December 2021
Staff and volunteers will be trained to provide excellent customer service to all those who wish to use library services	Identify training opportunities suitable for staff to maintain and develop customer service skills	-	- Training programme to be identified relevant for staff - Ensure staff continually complete other mandatory training. - Ongoing training	Team Leaders	March 2021