ACTION PLAN – RESPONDING TO STAFF FOCUS GROUPS CARRIED OUT AUTUMN 2004 (Agreed at CMT on 18th Jan 05)

THEME	ACTION	WHO	WHEN
Communicating	1. Review how Vision Statement and MTOs are communicated to staff. • Produce a one-off newsletter for staff giving examples of how staff contribute to MTOs. Circulate + intranet • Briefing / brief for managers to help cascade MTOs	HoSP	April 2005

Communicating	2. CMT need to be more visible / accessible
	
	• CMT collectively should:
	  • rotate CMT venue
	  • Review format of City Briefing and place on Intranet
	  • Hold CMT open sessions
	
	• Directors' own departments
	  • Walking the floor more eg back to floor sessions
	  • Attend team meetings
	  • Open door sessions
		Ruth Batts
		Ruth Batts
		
		TW /VD (terms of ref for CMT open sessions – attached)
		
		Directors
			6 monthly

Prioritising	3. Better corporate prioritisation at all levels • Carry out review of corporate projects and priorities • Feed into service planning process 2006/07 • Feed into budget process 2006/07 • Feed into individual objectives for 2006	Buy in for/agree process HoHR/DoF/Alison Kemp	Feb 2005 CMT away day Oct 2005 2006

Prioritising	4. Objectives for Directors and Heads of Service • Agree standard objectives to help communicate a consistent and corporate message to staff	CMT	Jan 2005
Prioritising	5. Role of managers in involving staff in agreeing work programmes and priorities	HoHR (linked to 7 below)	tba 2005
Prioritising	6. Culture of workload management • Accepting that everything might not be achievable • Be open to new ways of doing things	HoHR (OD Strategy) CMT	tba 2005 Feb 2005 CMT away day

Managing	7. Need to refine / define work
	
	• Through Member training and the new OD Strategy, clearly define roles and responsibilities of:
	   • Directors
	   • Heads of Service
	   • Councillors
		HoSP / DCEN
		(Member training)
		
		HoHR
		(OD Strategy)
			Before March 2005
			
			tba 2005

Managing	8. Consistency in managing people – need guidelines on the minimum standards. • How often to hold team meetings • How / when 1:1 supervision sessions are run • Cascade messages from CMT to all staff	HoHR	tba 2005
Managing	9. Be better at change management • Messages from staff consultation to be taken on board during any future change management processes (e.g. customer access)	CMT	As required

Managing	10. Reduce perception of inequality between departments (perception that some departments don't adhere to corporate rules and regulations)	See 7 and 8 above (will help to address reality or perception of inequality)	
Processes	11. Better project management • Review and implement revised guidelines • Training (Corporate Training and Development Plan)	DCEN / Vicki Davidson	CMT March 2005 CL + DP April 2005
Processes	12. Improvement of business processes • Gershon • E-government • Customer access strategy	Joint CMT / Heads of Service Workshop to discuss approach to Gershon & reviews that will be required Identify process improvements through E-Gov & Customer Access Strategy programmes	March 2005 March 2005 to March 2007
Accommodation	13. Old and cramped offices	DCEN to produce paper for CMT on what is planned and possible options	Feb 2005 CMT away day
Accommodation	14. Shortage of kitchen / rest room facilities		

CMT OPEN SESSIONS – <u>PROPOSED</u> TERMS OF REFERENCE

1.   Purpose

1.1   The purpose of the CMT Open Sessions is to help address 2-way communication issues which were highlighted in the staff survey 2003 and staff focus groups 2004.

1.2   In particular, the sessions will make CMT more accessible to staff, enable CMT to communicate key messages and Council priorities and give staff the chance to raise ideas and suggestions, or issues of concern directly with CMT.

2.   Structure

2.1   Sessions will be open to all Council staff.

2.2   Sessions will be held at different venues and at different times to suit as many staff as possible.

2.3   Sessions will take place every 6 months.

2.4   Sessions will last up to 1 hour.

2.5   At least 2 members of CMT plus the Chief Executive should run each session. There should be at least one operational Director and one support service Director at each session.

3.   Content

3.1   The CMT Work Programme will be used to set the agenda. It is suggested that there will be:

15 Minutes on 'looking back' – updating staff of what has gone well and on progress with key projects; 'looking forward' – informing staff of future priorities and challenges and the 'Key Issue' of the day.
Up to 45 minutes of questions from staff on any topic.

3.2   CMT will agree the agendas of each session beforehand at its regular meetings

3.3   Brief notes of the sessions including questions and answers will be placed on the intranet.

4.   Administration

4.1   The meetings will be arranged by the Chief Executive's PA.

4.2   Meetings will be well publicised in advance to staff. CMT will agree the publicity in advance depending upon the venue.