

	<b>Adult Social Care and Public Health</b>	<b>Children's Services</b>	<b>Policy, Performance and communications</b>	<b>Growth, Planning and Housing</b>	<b>City management and communities</b>	<b>Corporate Services</b>	<b>City Treasurer's</b>	<b>Libraries and Archives</b>
<p><b>Communication and involvement</b> -Approach taken to communicate the results to the rest of your team. -Approach taken to involve your teams and managers, in particular sharing and exploring feedback.</p>	<p>SMT have discussed the results and DMT meetings have taken place. The 'Our Voice' results are being intertwined with the preparation workshops in relation to Trexit and constantly reviewed throughout the new Bi-Borough model.</p>	<p>Results have been cascaded and action plans are in place in all service areas. Key themes have been included in the Children's Services Bi-Borough Vision workshops which is being attended by all Bi-Borough Children's Service staff and managers. Further opportunities are being explored in these facilitated workshops.</p>	<p>SMT have discussed the results and undertaken further focus group with each team. This has led to an action plan being developed by the Staff Sounding Board in collaboration with SMT. Team action plans have also been developed in parallel for teams which had their own results (more than 10 staff).</p>	<p>SMT have discussed the results and continue to have this on the SMT agenda. In addition, GPH held an away day which solely focused on the 'Our Voice' results, which has led this to be linked to the wider GPH strategy. DMT meetings have also taken place and is continuously being fed back to SMT.</p>	<p>All CMC CLT Managers attended Culture of action workshops &amp; discussed as a senior management team separately. This was followed by CMC manager away day where 43 managers were engaged who have been working with their teams to work through their own service results. Teams have agreed top priorities. Directors have briefed cabinet members. CMC wide priorities &amp; actions have been published, staff development network in place to deliver together. Further away days are in the diary and will include linking actions into business planning / performance management setting priorities.</p>	<p>Results have been cascaded and action plans are in place in all service areas.</p> <p>Various activities have taken place in each service area including facilitated workshops to define specific solutions to issues and to celebrate success.</p>	<p>'All team' briefings were held by City Treasurer's SMT on 28<sup>th</sup> and 30<sup>th</sup> November. Results have been shared widely with each staff member and Individual Our Voice sessions were held for each City Treasurer sub-team with team specific results discussed where available.</p> <p>Staff members have been kept up to date with progress primarily through the City Treasurer Newsletter however we intend on including regular updates in monthly team meetings going forward.</p>	<p>Same as CMC but in addition: Libraries SMT have discussed the results and are incorporating the key themes in the wide-ranging cultural change programme. Managers and staff will have the opportunity to participate through planned workshops.</p>
<p><b>Key areas of focus for each directorate</b> -Areas that are being celebrated and plan to do more of?</p>	<p><b>Integrity</b> (keep promises, open, respectful), better commitment &amp; transparency. <b>Collaboration</b> Working Together (bring their best to work). Work closely with our service users and cross departments</p>	<p>Key areas identified for action are as follows: Change, Collaboration, Sense of belonging to council, Health and wellbeing – workload, Grenfell, stress, Council well prepared to meet future challenges – tri</p>	<p>The action plan identifies 5 key areas for PPC 1) management and allocating time. 2) comprehensive oversight of work and progress 3) strategic planning. 4) communication and feedback. 5)</p>	<p>The key focus is engaging with staff to understand GPH's purpose and how all the components fit together. GPH is currently developing a 3-5 year business plan in collaboration with its officers and</p>	<p>A sense of belonging to the council (and CMC), communication/ engagement, collaboration/ working together (cross team / in service &amp; beyond), being well-equipped to meet the challenges of the future, pay &amp;</p>	<p>Focus areas of improvement:  Management &amp; Leadership, change Management, pay and benefits, career development, performance management, tools and</p>	<p>Key areas identified for action are as follows: Agile working, ICT – technology and equipment, health and wellbeing - deadlines/ workloads / stress, communication, pay and benefits, career</p>	<p>Key areas of focus are: A sense of belonging to the council (and CMC), cross-team collaboration (in-service and beyond), being well-equipped to meet the challenges of the future, supporting people through change,</p>

<p>-Focus areas for improvement</p>	<p><b>Enabled</b> (reduce red tape). Westminster Way and new model in RBKC</p> <p>We know if our staff trust their leaders then we will have increased confidence and staff will hopefully feel more motivated and reassured.</p>	<p>to bi borough and Brexit etc.</p> <p>The Our Voice themes have been incorporated into the Bi-Borough Vision workshops so that staff are involved in exploring options around problem solving and have a better understanding of the future challenges and how they can shape them.</p>	<p>development and engagement.</p>	<p>management team. So far a combination of away days, surveys and discussions have led to a draft business plan, which will be discussed at the GPH away day on the 21/3. This seeks to reflect the issues identified in the survey and plan a way forward.</p>	<p>overall benefits, people development including career development, being involved in actions as a result of Our Voice, supporting people through change and health and well-being.</p> <p>After further review: Additional priorities to address include tackling bullying &amp; harassment; and getting performance management right &amp; consistent.</p>	<p>resources, One Corporate Services, culture, credibility, work environment, ways of working, vision and the future, communication and capacity.</p> <p>There has been growth in the number of apprentices however more to be done on communicating opportunities for existing staff to be apprentices. Health and wellbeing is being promoted particularly the Mind and Mental Health themes. Collaboration and team working examples are being teased out to encourage best practice and what great looks like.</p>	<p>progression and cross-team collaboration.</p> <p>Focus areas remain the same given that they were borne out of a prioritisation exercise with each team and amalgamated to form team priorities. We however continue working on the non-prioritised areas as well.</p>	<p>giving people opportunities for career development, being involved in actions as a result of Our Voice, health and well-being.</p>
<p><b>Specific Actions taken since October</b> -Specific actions taken since October for focus areas.</p>	<p>SMT and DMT meetings and discussions. Linking 'Our Voice' with the wider Bi-Borough' model and ensuring there is a golden thread through all aspects of the communication.</p>	<p>Developed Bi-borough vision and incorporated key headlines to link to the Our Voice. Consultation from that change has had good feedback so builds on the feedback on change and communication in the Our Voice results.</p>	<p>In addition to the departmental and team action plans other action has been taken which includes; a new PPC newsletter; departmental training offer and open door 1:1 sessions with the Director.</p>	<p>See above.</p>	<p>Comprehensive culture change programme within Libraries &amp; Registration Service, change, well-being, culture areas being addressed as part of ENW &amp; Highways project, career development proposals being discussed with People Services, Secondment opportunities in place &amp; management experience being "shared out".</p>	<p>Various approaches taken by each business area, two such examples: 1) presenting in December full team meeting, compared results for this year with the key action areas of last year and 2) held sessions in the form of 'staff conversations' where individuals were encouraged to discuss issues that they were having within the department or things</p>	<p>Output from the individual team sessions collated into draft action plan and distributed before Christmas.</p> <p>Agile working - liaised with Ti to identify "extent of need" to inform agile working strategy currently in development; open desk comms developed and queued for release; ICT – Director assigned to address Capita drop-</p>	<p>Comprehensive culture change programme within Libraries which will benefit all staff across three boroughs. The programme will seek to define a cohesive culture for the library service, dedicated to supporting the priorities and outcomes for the council they serve as well having a shared identity and sense of belonging with</p>

					<p>Significant reorganisations planned in PPL and Highways as part of the Neighborhood Working programme and minor Reorg in Sports &amp; Leisure also planned.</p> <p>Published CMC staff structures and CMC service descriptors and republished staff communications on WIRE. Managers are owning actions and working in their areas.</p> <p>Further management away day held Feb18 with 50 managers across CMC to review priorities from our voice, determine further actions required to address priorities, share best practice (culture change piece by the Libraries) and the links within our Directorate objectives.</p> <p>Staff briefing run by Richard Barker - discussions started around Our Voice &amp; next steps.</p>	<p>that have not gone well.</p> <p>Since then, focus groups have taken place with facilitators leading the session and service areas have held staff conferences reinforcing the Our Voice themes and progress.</p>	<p>out issues currently liaising with IT and testing the first proposed fix; health and wellbeing: developed an early stage implementation of 80/20 staff motivational initiative; developed City Treasurer tailored mindfulness course in conjunction with corporate service provider; communication – updated internal newsletter; improved forward planning communication in development; MSP/SAP communication plan in development; updated induction process; In the process of updating and transferring, pay and Benefits – liaised with OD’s benefits lead concerning issues raised on benefits in individual Our Voice sessions, career progression – developed and began rolling out tailored Finance of the Future training course in conjunction with CIPFA; provided training opportunities for staff members to up-skill; ongoing work in developing a talent database as part of the succession planning process;</p>	<p>across the shared library service.</p>
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<p><b>Next steps and ownership within directorate</b></p> <p>-Solutions identified and planned next steps.</p> <p>-Action owners.</p> <p>-Approach being taken to ensure this is an on-going discussion item both within the management team and the wider team.</p>	<p>Bi-Borough workshops have taken place, with Directors / Executive Director / OD Officer – co-ordinator at each of the 7 workshops.</p> <p>The workshops allowed for ASC and PH staff to debate and discuss departmental priorities and the principles and elements aligned with Our Voice priorities to reach outcomes.</p> <p>Bi Borough departmental and our voice priorities presented will be presented on 16th April in Bi Borough launch.</p> <p>Monthly communication thereafter reminding of the priorities and illustrating milestones. Notify comms to illustrate where we are performing on the milestones.</p> <p>Continuous feedback – loop.</p> <p>October Adults/PH conference to re-establish priorities and celebrate success working</p>	<p>Each Business area has an action plan and it is reviewed at SLT. It is regularly visited at team meetings.</p> <p>Following the Bi-Borough Vision Workshops SLT will review the outputs and follow through with the solutions to support the feedback.</p>	<p>SMT is taking responsibility and leading on individual elements of the action plan.</p>	<p>See above.</p>	<p>Establish a CMC Staff Our Voice network - to work together to take action and ownership of the action plan along with support of CMCB; utilise the Reward Contribution scheme to acknowledge exceptional work 'real-time'</p> <p>CMCB SMT away day scheduled for 16Mar to further develop actions from extended management session in February, agree approach to further implement and allocate responsibilities for delivery. Also looking at business priorities and principles linked in with action plan.</p>	<p>Action plans have been developed and are being refined via staff focus group sessions. These will be finalised end of March 2018 and will be reviewed at SMT monthly. Action Owner/ leads include the EMT Member and all SMT members. Quarterly feedback sessions with individual teams have been planned.</p>	<p>Continued refinement of action plan – Strategic Finance Manager (SFM) Continuous Improvement, Implementation of Action Plan – SMT and continued engagement and workshops throughout the year – SFM continuous improvement.</p>	<p>As for CMC but in addition: work with staff across the piece to develop meaningful engagement and a culture of transparency, empowerment and opportunity. Staff workshops have taken place in February to develop team charters based on a service-wide "Our Commitment". Ownership is by service leadership and SMT. For the registration service, the priorities are team building and communications in a dispersed workforce, and action planning to improve these is underway. Ownership is with service management team, supported by the director.</p>

	together, solutions to potential challenges. HR BPs attending weekly SMT's. OD officers attending monthly.							
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