

**ACTION PLAN ARISING FROM STAFF SURVEY (SENIOR MANAGEMENT ISSUES)**

Attendees:- Anne Freimanis, Simon Drinkwater, George A Robertson, Alan Madin, Su Tarran, Emma Freeman, Lois Prior, Cliff Cardoza, Kevin Steptoe

<b>ITEM</b>	<b>ACTION BY</b>	<b>WHEN</b>
<p>Increased visibility</p> <ul style="list-style-type: none"> <li>- SMG to attend 'general' training events to be seen as participating/aware of grass roots functions/problems</li> <li>- 'Back to the Floor' Managers to sit in with individual officers to see them operating at the sharp end and gain understanding of what they actually do (the officer being the 'expert' should make it less intimidating)</li> <li>- Attend team meetings so all staff get to know them – personal engagement</li> <li>- Consistent attitude of respect for staff – answering enquiries promptly, saying thank you.</li> </ul>	<p>All SMG</p> <p>All SMG</p> <p>All SMG</p> <p>All SMG</p>	<p>In line with training schedule</p> <p>December 2009</p> <p>Twice yearly in line with team meeting schedule</p> <p>Ongoing</p>
<p>Communication/Delivery of messages</p> <ul style="list-style-type: none"> <li>- Clear consistent and ensuring that if it is decision already made staff are not left with the impression that consultation is in progress</li> <li>- Harder messages delivered consistently and clearly</li> <li>- Minutes and the cascading down of information – Update: Headlines (What you might have missed) and Bullet Point e-mail to middle managers.</li> <li>- Giving reasons behind decisions</li> </ul>	<p>All SMG</p> <p>CMT</p> <p>Heads of Service</p> <p>All SMG</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Monthly</p> <p>Ongoing</p>

<p>Senior Managers Performance</p> <ul style="list-style-type: none"> <li>- Setting a good example and not hiding behind status</li> <li>- Reducing perceived status gap</li> <li>- 360 appraisal to follow on from Leadership Development Programme and tie in management development programme</li> </ul>	<p>All SMG All SMG All SMG</p>	<p>Ongoing Ongoing Dec. Jan 09/10</p>
<p>Focus Groups</p> <ul style="list-style-type: none"> <li>- Opportunity for all staff to give their opinions on what they think senior management can do to improve things</li> </ul>	<p>Strategic Direction/ Carol Frater</p>	<p>July 2009</p>
<p>Interaction/Fun</p> <ul style="list-style-type: none"> <li>- Use the social fund to hold an event like a charity fun day</li> </ul>	<p>All SMG</p>	<p>TBC</p>