CMT Delivery Plan

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Ref #	Action	Source
1	Update Risk Register and present to the CMT Board every session – make the Risk Register more current and relevant to the Board and the CMT project team	Board
2	Establish expenditure report for the Board to digest and base decisions upon. The full detail must be available for deeper scrutiny as required.	5.2.1
3	Recognise, name, and resolve HR relationship difficulties within towns • Appoint MK as line manager for OMs • Establish HR function • JR to line manage project team • Give the CMT Project Leader* responsibility for appointing line managers for CMT workers • Establish regular reporting tool for HR issues to the Board • Establish escalation route for HR issues and publish to all • Clear these arrangements with the employing PCCs and Town Leaders	5.1 5.1.1 5.3.6 5.1.3 5.1.2 Board Board 5.1.6
4	Leadership in both staffing and governance • Establish new Staff Team for better teamwork, information sharing and shared learning • Link Board members to towns • Board member to champion staff within towns • Re-title the CMT Project Manager role as CMT Project Leader • Provide the 0.5 CMT Project Leader with EA support • Disband the Delivery Group as now have a Staff Team	5.2 5.1.5 5.2.2 5.2.3 5.2.4 5.2.5
5	Review the 'missional design' (MD) for the project • Establish a group – 'Understanding Missional Design' to establish whether the original design is still relevant and understand what changes will be required • Give Board clear responsibility for MD • Share and own reviewed MD through new or re-established communications channels, within the project, with congregations, Town teams, PCCs, Deaneries, and more widely across the Diocese • Rethink Operations Manager roles within the context of sustainability • Give OMs responsibility for one town alone and pay them as other staff	5.3.1 5.3.2 5.2.1 5.3.5 5.3.3 5.3.4

6	Set outcomes, timeframes and budgets according to the reviewed MD. Set targets for activities based on reviewed MD - SMART is essential – exactly what can be achieved within 2-3 years and what will be expected after the end of central funding - Establish success criteria – what does good look like in every location, separately	
7	Allocate resources in line with reviewed MD and activities - Financial and staffing - Look at allocating resources to the areas with greater traction and possibility for positive results	5.2.1 5.3.2
8	Understand how these new targets will be tracked and measured - The role of shared stories (McKinsey Model) - The role of the 'monthly' reports - The role of congregations, PCCs and Deaneries in the process	5.3.5 5.3.5
9	Sustainability plan built-in for all areas of the reviewed MD. Options to be considered (non-exhaustive): - Continued funding centrally - Continued funding locally - New funding sourced - Train volunteers to replace / take over from paid employees - Hand over activities to inherited mode church / Lay leaders - End activities	
10	Understand and develop the role of learning and development in the remainder of the project to embed changes	(5.1.4)
11	Establish development pathway for all staff - This is with a view to be more widely established across the Diocese - In collaboration with AR and M&M	
12	Project re-set dates - CMT board 04.04.2022 (papers Mon 28th Mar) - SIB board 12.05.2022 (Papers 22.04.2022)	