

<u>CORPORATE ACTIONS TAKEN SO FAR</u>	
ERDPs/Appraisals	Review of current system scheduled and communications were issued in November to remind of the need to carry out ERDP/performance reviews on either team or individual basis. Briefing sessions have been provided to supervisors to enable them to undertake employee reviews
Internal Communications and Information	<p>Internal communications systems have been reviewed and discussed with trade unions and managers. As an interim measure changes were made to the team brief format, including priority ratings.</p> <p>Steps have been taken to begin to co-ordinate articles in payslips, personnel bulletins, intranet and Connect to ensure strong consistent communications to employees.</p> <p>Efforts are also being made to take this information to various locations outside HQ (e.g. Health Working Lives). This will be built on by the Communications strategy currently in draft and out for consultation.</p>
Visibility of Senior Management	<p>Articles by members of CMT and SMT profiling either themselves or an aspect of their service are now appearing in Council newsletter, Connect.</p> <p>A report was submitted to CMT proposing a range of communications events such as a 'Talking Moray' roadshow, annual conference, live email chats. Steps are currently underway to organise the first 'Talking Moray' roadshow and live email chats.</p> <p>Operational area visits by CMT members and support of two projects per year - feedback is required to confirm the extent of progress in this area.</p>
<u>DEPARTMENTAL ACTIONS TAKEN SO FAR</u>	
Central Services (including Chief Executive's Section)	<p>An action plan has been produced. Progress is as follows:</p> <p>All Corporate Policy Unit have annual ERDPs with 6-monthly follow up. ERDP objectives are linked to SIP and Team Plan leading to improved performance against priorities over the last year. ERDPs are planned for staff within the admin section.</p> <p>Research has been carried out and incorporated into the overall Communication Strategy.</p> <p>Regular meetings between CMT and SMT continue with increased opportunities to involve SMT in corporate issues with some meetings involving first, second and</p>

	<p>third tier managers.</p> <p>Officer meetings are held quarterly, full team meetings are held 6-monthly, regular emails with staffing changes and following decisions of Policy Committee are issued. Staff are encouraged to watch webcasts of Policy and Audit and Performance Review Committees.</p> <p>Regular supervision meetings are held with staff and training days are encouraged setting a target of three days for every member of staff.</p> <p>The Chief Executive has met staff through visits to teams from within Community Learning & Development, teams based at 32 High Street, the Easy Access Call Centre, and through Long Service Awards.</p> <p>The Chief Legal Officer holds regular Service Plan and Performance Presentations for Legal & Committee staff, with opportunities for feedback.</p> <p>Greater recognition of efforts has been evident from some members of senior management.</p> <p>Equal Opportunities has an increased profile with dedicated links on the Intranet and external website under development.</p> <p>Review of ERDP will follow on from corporate review and one to one meetings have taken place in some areas in between yearly ERDPs.</p> <p>Communications will follow on from the corporate review with increased efforts to use Connect and the Personnel Services Bulletin to cascade information to the workforce.</p> <p>Finance and ICT have deferred finalising an action plan until after the conclusion of the Single Status Appeals process but have plans for the establishment of a working group to look at service improvement issues.</p>
Community Services	<p>Although no defined action plan has been produced as a result of the Employee Opinion Survey Action Plan the issues raised have been discussed at Departmental Management Team meetings as follows:</p> <p>Within Housing steps have been taken to reinforce the requirement for annual ERDPs to be carried out with all</p>

	<p>staff and there is a review of training and development needs planned.</p> <p>Within Children and Families further actions are in place to look at Communications and training and staff development.</p> <p>Within Community Care the communications plan is under revision with a clear line of accountability and communication through the MCHSCP Moray Management Group down through team managers to team meetings. All staff receive ERDPs and this is reviewed on a regular basis. A Communication Plan is in place and due to be revised to take account of the SWIA recommendations. The Head of Service undertakes a series of team visits to all teams in Moray and the Director and the Chair of the Ed and SS Committee have also been out to speak to staff. Future plans include a staff lunch to meet with a cross section of the workforce regarding the improvement of communications and a 'Health Fit' event to involve all staff in a discussion about the objectives of Community Care.</p>
Educational Services	<p>Quality Audits</p> <p>Senior Management Team lead at least two Quality Audits each in schools each year. These can last two to three days each.</p> <p>Senior Management Team meet regularly with Secondary Head Teachers (5-6 times per year). These meetings were held in HQ but are now taken out to secondary schools visiting each in turn. Senior Management Team also meet regularly with Primary Head Teachers (5 times per year) and the Senior Officer Group (5 times per year).</p> <p>Moray Council are one of the leading authorities on Coaching and Mentoring. This is part of a national project which initially involved four authorities including Moray. Director involved as a member of the Leadership Project Board.</p> <p>The Director also sits on the Local Negotiating Committee for Teachers (LNCT). While this group's remit mainly relates to negotiating conditions of service issues, it is also used as a sounding board/consultative group</p>

Environmental Services	<p>Development plan in progress.</p> <p>Specific projects have included the introduction of a new Delegated Powers system to provide more efficient processing of Planning Applications, and involvement in Flood Alleviation schemes.</p> <p>Future plans include active involvement in the review of our renewables policy</p>
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