

Issues from previous surveys with actions taken so far:

2006/2008 Survey Issues	Actions
Working conditions (e.g. office accommodation, showers, canteen facilities)	Improvements to office accommodation and canteen facilities through DBS Programme Increased number of showers within HQ
Performance feedback/wider application of appraisals Improve keeping staff informed and cross departmental communications	Corporate framework for ERDPs and wider more consistent application Establishment of Connections Notice-boards Recycling computers for wider installation Development of internal communications strategy Co-ordination of internal communications identifying linked themes between different strands of communications
Senior management visibility	Expansion of CMT visits Establishment of annual Employee Conference including Discussion Groups with members of CMT and Heads of Service Articles on senior management team in Connect
2011 Survey Issues	Actions as part of Employee Engagement Programme
Effective leadership Council acting on feedback from workforce Having open and honest culture Management of change Inter-departmental communication Belief our customers think we are doing a good job Easy to understand information Motivation by line managers/supervisors	Employee Charter Managers' Briefings Team Talk Listening Meetings Service/Learning Visits Employee Conference Chief Executive Blog/Questions Employee Recognition Management Training and Support Reaction (review process)

APPENDIX A

2013 Survey Issues	Actions
Responses	Action
<u>Leadership:</u> Effectiveness of elected member leadership Senior management acting openly and fairly Dissatisfaction with leadership and direction received	Training and development, raise profile with open communication to increase visibility, transparency and trust Running 'story' on main issues coming out of Committee by Service Managers each month/Committee cycle e.g. 'Committee diaries' section for each service on intranet for updates
<u>Communications:</u> Council acting on feedback Communication between areas of Council Honesty Open/transparent	Improve communication methods, and of actions taken e.g. from Employee Engagement Programme, Conference, Survey using methods that reach whole workforce, reinforced by manager and supervisor participation to ensure dissemination
<u>Culture:</u> Becoming more open, honest and transparent	Linked with above - open communications
<u>Training & Development:</u> More commitment to training	Review of training provision within services, use of informal/bespoke training using existing experience when applicable
<u>Relationships:</u> Becoming strained	Develop resilience training and support, review use of temporary appointments
<u>Overall</u>	Take more targeted approach rather than one size fits all, departmental action plans