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

| 2013 Survey Issues | Actions |
| --- | --- |
| **Responses** | **Action** |
| Leadership: <br> Effectiveness of elected member leadership | Training and development, raise profile with open communication to increase visibility, transparency and trust |
| Senior management acting openly and fairly <br><br> Dissatisfaction with leadership and direction received | 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 |
| Communications: <br> Council acting on feedback <br> Communication between areas of Council <br> Honesty <br> 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 |
| Culture: <br> Becoming more open, honest and transparent | Linked with above - open communications |
| Training & Development: <br> More commitment to training | Review of training provision within services, use of informal/bespoke training using existing experience when applicable |
| Relationships: <br> Becoming strained | Develop resilience training and support, review use of temporary appointments |
| Overall | Take more targeted approach rather than one size fits all, departmental action plans |
| **2015 Survey Issues** | **Actions** |
| Significant variation in responses at service level indicating areas of major concern e.g. supervision, communications, morale <br> Overall: <br> Disaggregating to incremental approach bespoke to each service e.g. for up to 200 employees, adapting bespoke solutions to suit services and focusing engagement activity on areas with the lowest survey results <br> Specific: <br> Focused work with Direct Services aimed at addressing problems, improving communications, ensuring individual ERDPs, individual training plans in development, management development activity to develop positive management, transparency and fairness and team building to improve morale, being valued and fairness | |
| Specific: <br> Every employee having an employee in the last 12 months | Bespoke ERDP toolkit developed, first line supervisor training provided and ongoing support to develop capacity |
| Unacceptable behaviour and bullying | Established and reviewed team meetings, |

| in the workplace | providing a forum for staff communications with a feedback mechanism, one to one drop in sessions |
|---|---|
| Strained relationships at work | Management development activity, Moray Management Methods  providing consistent base for people management, development plans for supervisory staff, ongoing support and open HR sessions |
| Low morale and not feeling valued | Employee involvement and team building, workforce task groups, train the trainer events, risk assessment staff hand/guide book |