Workforce Culture progress update:

Culture is the environment that surrounds you at work all of the time. It shapes your work enjoyment, your work relationships, and your work processes. You cannot see culture, instead you feel what it's like, it generally relates to the behaviours that are the norm in your work environment.

It is recognised that workforce culture impacts on all areas of our business and is seen as an enabler to successful and effective delivery of service. At Moray Council we're developing a positive workforce culture, where employees feel valued and respected, where problems are addressed, behaviours are positive, there are excellent communications everywhere, realistic expectations and people management is described as great.

Significant work has been done in terms of establishing a positive workforce culture and a project plan – 'Improving Workforce Culture' was developed by the Workforce Culture Working Group following the last survey in 2015. This area of development links closely with the ongoing engagement activities in developing a positive workforce culture and the plan has been used to drive action forward.

Many actions arising have been now been embedded and are considered as mainstream initiatives. Maintenance and monitoring effectiveness has been critical in driving improvement in the workforce culture in the past 9 months.

Positive Behaviour: actions undertaken have included the introduction of an Employee Charter; review of our Bullying and Harassment Policy; Areas of good behaviour have also been identified and this is being used as a development tool to demonstrate and evidence good behaviour and great management. Managers are encouraged to benchmark themselves against this and further work is scheduled to develop this further.

Address Problems: work has been undertaken in developing a toolkit of resources to support managers in dealing with concerns including positive steps to tackle workplace problems guide, investigation best practice guide and development of an early warning process to alert to potential cultural issues allowing early intervention.

Excellent Communications Everywhere: communication standards have been reviewed and methods to support effective communication at Corporate, Service and local team level have also been implemented via the Intranet redevelopment; team meeting formats standardised and consistent approach to in house communications.

Employees are Recognised and Valued: work continues in these areas, follow up and evaluation of last year's Talking Shop focus groups has been undertaken with

findings in Home care and Direct Services showing some improvement. Engineering social engagement activities continue and a calendar of events has been planned out for 2017 which included Comic Relief and Baxters Marathon in the first half of the year. The employee engagement calendar activities also support this aspect of workforce culture. Ongoing work continues on development of an Employee Handbook to support recruitment and induction activities which will capture what it is like to work for Moray Council.

Realistic Expectations: a workload management tool has been drafted that will be used alongside ERPD, PRD and Supervision.   This is to be finalised and moved to implementation.

Great People Management: work in this area continues with plans for CPD proposals and induction training for managers as identified work. Additionally work has been undertaken to standardise our approach to people management with the introduction of an Induction Checklist, standardised Job Descriptions and specific work undertaken with identified service areas to review any areas of concern highlighted via the last Employee Survey.

In particular, significant work over the past 9 months has been completed with Direct Services and has resulted in training supervisors, supporting an ERDP for all frontline staff and improving communications by the implementation of regular team meetings.

The survey results and achievement of actions are being used as a tool to evaluate this work and it is clear from the headline survey results that positive steps and results are being seen from this investment.

In terms of overall Workforce Culture and Engagement, the survey results will be key to measuring the success and progress in this area of work. The outcome of the survey will also be used to carve the direction of the workforce culture work to continually meet the shared aim of developing a more positive workplace environment improving workforce culture and developing a better understanding of the issues and actions required for improvement.