

## APPENDIX A

### Issues from previous surveys in 2017 and 2019 detailing actions taken so far:

2019 Survey Issues	Action
Discuss survey results with managers to enable actions, timescales and progress proposals to be identified.	Develop bespoke service led action plans driven from the results of the survey to address the issues raised.
<u>Performance:</u> Develop and identify performance targets that will measure progress over the next two years including monitoring arrangements.	Utilisation of different forums and platforms to communicate with the workforce and delivery of engagement programme.  Development of management tools to aid improvement.
<u>Culture and engagement:</u> Focus engagement and culture activity on building the leadership and management capacity within and across services, particularly within the services with the lowest survey results to help embed the work that has been started on improving communications and supporting supervisory development.	Continue with a programme of enhanced employee engagement activities for example Service Learning Visits, Strategy Talks, Listening Meetings, STAR Awards, Employee Conferences and Back to the Floors activities.
<u>Leadership:</u> Work to promote and inform on the role of elected members.	Flexible Working Development Fund – management development courses delivered EM Strategy developed which includes self-directed learning. To develop an engagement calendar specifically for Ems.
2017 Survey Issues	Actions
<u>Leadership:</u> Continue to development and improve skills, competencies and behaviours of managers in managing their teams  Continue to promote and inform on the role of Elected Members	MMM framework reviewed and training links added for ease of reference. Training/briefing sessions completed and a MMM training plan rolled out Enhanced blended suite of learning available E-Learning induction package completed and corporate e-induction now live Flexible Working Development Fund – management development courses delivered. EM Strategy developed which includes self-directed learning. To develop an engagement calendar specifically for Ems. Due to resources this was not fully implemented and will be carried forward with the results from 2019 Survey
<u>Communications:</u> Council acting on feedback Communication between areas of Council Honesty Open/transparent	Targeted approach for Direct Services which embedded the foundations from 2016 action plans  Utilisation of different forums and platforms to communicate with the workforce and delivery of engagement programme.
<u>Culture:</u> continue to embed wider aspects of a positive workforce culture	Linked with above and implementation of service specific action plans. Development of management tools to aid improvement
<u>Training &amp; Development:</u> Supervision	Supervisory training delivered to Direct Services as part of their specific service action plan Access to Flexible Working Development Fund training courses on specific management development courses and resilience training
<u>Relationships:</u> target to service specific areas of concern to improve relationships at work - linked to	See above and links to improving communications

training and development	
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