

	Aims	Outcomes	Measures	Progress	Conclusion
1.	Create a common understanding of un/acceptable behaviour	All employees and councillors are aware of the standards of behaviour required	Revised policy/definitions that people can tell us about	Revised bullying and harassment policy, working positive guide developed with regular communications and publicity. 2019 survey results confirm that employees are clear of what is acceptable and unacceptable behaviour with 97% positively responding to this question which is a result maintained from the 2017 survey. The number of employees feeling subject to unacceptable behaviour has also positively reduced from 16% to 14% (from 19% in 2015). A calendar of activity that promotes purpose, standards and behaviours expected from elected members has been drafted as well as an EM development strategy. An e-form for EM evaluation of L & D activity is also in development.	Maintain the position through targeted communications where required and ongoing culture work to improve and maintain a positive workplace culture and finalise Elected Member activity. <u>Recommend:</u> Continue as part of business as usual for OD Team.
2.	Establish behavioural leadership roles and standards for officers and members	Positive behaviour is demonstrated from the top of the organisation	Staff report that managers care about their well-being – can report examples	MMM framework has been refreshed. Training links and resources are available to support managers with the framework on Interchange. The 2019 survey shows an increase of 5% to 82% of employees stating that they believe their manager / supervisor cares about their well-being	Employee Charter to be updated to reflect changes in Corporate Plan MMM training to continue and promotion of tool/framework for existing managers as well as new. EM actions as per Point 1. <u>Recommend:</u> Continue as part of business as usual for OD Team.
3.	Create a culture where the contribution of every employee	There is an environment of mutual respect across all services and levels	Public statements by council employees and members about the council, its services and	2019 survey results show a 4% increase to 75% that employees feel their contribution is valued.	Continue with STAR awards and Bright Ideas scheme Action plans arising from

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	is valued		employees are positive	<p><i>Employee Handbook has been developed and in final stages of approval which will be used as a promotion tool in recruitment activities. This contains 'stories' from employees about positive experiences and demonstrates how employees feel valued</i></p> <p>Bright Ideas Scheme is now open all year so as to encourage ideas to be shared as they arise rather than being restricted to an annual event.</p>	<p>departmental management survey meetings to capture any areas where specific departments need to address work streams arising</p> <p><i>Publish Handbook for use and make available on both Council and Interchange sites</i></p> <p>Continue to promote Social Engagement activities</p> <p>Submit application for Flexible Workforce Development Fund to cascade training across workforce for 2020</p> <p><u>Recommend:</u> Continue as part of business as usual for OD Team.</p>
4.	Develop systems and circumstances to ensure that cultural issues are addressed proactively and when specifically raised	Employees are listened to and believe they are being heard and that action will be taken	<ul style="list-style-type: none"> • Increase in percentage of people reporting B&H • All reported bullying is acted upon timeously • Employees and trade unions report that they are comfortable raising concerns and confident will be dealt with 	<p>Culture Workplace Toolkit now in place and rolled out via the Leadership Forum</p> <p>Joint Statement with TUs of collaborative working developed</p> <p>Employees feeling subject to unacceptable behaviour has positively reduced from 16% to 14% (from 19% in 2015)</p>	<p>Existing improvement actions within services continued</p> <p>Publish Joint Statement and issue with contractual paperwork to new employees</p> <p>Action any issues / work streams arising from the 2019 survey results</p> <p><u>Recommend:</u> Continue as part of business as usual for OD Team.</p>
5.	Review and enhance communications	There is trust between employees, managers, trade unions and	Over 50% of workforce complete the employee survey	2017 survey - 42 % response rate. This fell to 31 % response rate in 2019 33% believe action will be taken to address	Improving but work still to be done. Corporate communications

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	to ensure these are open and honest and recognised as such	councillors		<p>survey results 44% Communications from the Council are open and honest 47% Overall, I am satisfied with communication within the council</p> <p>Overall there is a less positive result in relation to these themes however this may be due to the significant period of change that the council is experiencing.</p>	<p>approach being developed and will contribute to further work around this area. Actions to support this will include Interchange Registration scheme which will support access to communications for staff working remotely and in the frontline.</p> <p>Survey review meetings will also identify actions to improve.</p> <p>Develop an Engagement programme for EMs (as per section 1)</p> <p><u>Recommend:</u> Continue as part of business as usual for OD Team.</p>
6.	Ensure that the issues arising from the 2013 and 2014 employee surveys are addressed	Reduced bullying and harassment and more positive working environment	Improved results reported in next survey	Employee Survey 2019 shows an improved figure: Employees feeling subject to unacceptable behaviour has positively reduced from 16% to 14% (from 19% in 2015)	<p>Continue to monitor progress through surveys and routine employee relations activity</p> <p><u>Recommend:</u> Continue as part of business as usual for HR Team.</p>
7.	Address issues of workload to ensure that it is reasonable and manageable for all jobs	Workloads are manageable. No employee faces undue pressure because of an unreasonable workload	Some things are not done as a result of a decision not to prioritise them	<p>Governance arrangements have been agreed by the Council to prioritise and oversee projects and transformational work, including resourcing and overall plan and volume of work. Resilience training is available. Workload management tool is developed</p>	Review success of workload management pilot and revisit toolkit as necessary. Agree roll out. New service plan format will use ranked prioritisation of actions to assist in managing workload

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				<p>and being piloted.</p> <p>2019 survey results show a slightly less positive response than 2017 where 63% of staff believe their workload is generally manageable (68% in 2017) and 42% believe they have unrealistic time pressures which is an increase of 3% since 2017</p>	<p>and expectations. These will be approved by service committees, demonstration of an organisational level change in approach.</p> <p><u>Recommend:</u> Continue as part of business as usual for OD Team.</p>
8.	Enhance the people management skills of all managers and supervisors	Managers are enabled and encouraged to manage workforce positively	More positive responses to management questions in survey	<p>2019 Survey results show that 48% are satisfied with the overall leadership received and 76% are satisfied with overall supervision/management received both of which are improvements on 2017 results</p> <p>Induction training for managers is developed and tested</p> <p>360 Feedback process in place in some services</p>	<p>A final review of Induction Training for managers is being undertaken before going live</p> <p>Implementation of continuing professional development proposals for managers and peer support for managers/mentoring option is outstanding</p> <p>Determine and agree corporate approach for 360 feedback</p> <p><u>Recommend:</u> Continue as part of business as usual for OD Team.</p>
	Other			<p>Mental health plan – initial assessment of council approach measured against Stevenson Farmer recommendations completed</p> <p>Domestic Violence Support – suggestion of specific policy</p>	<p>Take areas for improvement forward as part of HR-OD review of absence management work</p> <p>To be raised by Trade Unions at TU/Officer Group</p>