

	Priority	Action plan	Who	When
<b>1</b>	<b>Our Ways of Working Policy</b>	We will undertake a review to address employee concerns of: ambiguity in the terminology of the policy; unfair application across the council; the impact on employee wellbeing. A working group will be set up to support this action.	HR	Yr 1
<b>2 Improve employee communications</b>				
<b>2a (i)</b>	Organisational engagement (inc. directorate)	We will develop interventions to improve organisational engagement, through effective application of actions 2b, 2c and 6. DMT's will develop their own action plans to address this.	CMT, DMT, IC, HR	Yr 1
<b>2a (ii)</b>	Work engagement	Ensure managers continue to successfully undertake their role of promoting the culture of engagement within their teams.	Mgrs, HR	Yr 1 & Yr 2
<b>2b</b>	Senior leadership visibility & accessibility	CMT and DMT's will increase regular interaction with employees using a mix of virtual collaboration and face-to-face mechanisms.	CMT, IC	Yr1
<b>2c</b>	Internal communications	We will review current Internal communication channels to ensure they are fit-for-purpose, prioritising the utilisation of digital systems.	IC, HR	Yr 1 & Yr 2
<b>3 Improve reward and recognition package</b>				
<b>3a</b>	Pay and career progression	We will complete the Medpay review including the career progression scheme by April 2024	HR	Yr 1 & Yr2
<b>3b</b>	Employee benefits	We will develop creative ways to promote our employee benefits, to increase current usage levels, and research through employee engagement the benefits the workforce would value. Focus of new benefits will be to improve financial and physical and mental wellbeing for staff.	HR, IC	Yr 1 & Yr 2
<b>3c</b>	Recognition	We will consider employee preferences for recognition at both corporate and directorate level with a view to implementing recognition schemes that are welcomed and valued by employees.	CMT, DMT, HR, IC	Yr 1
<b>3d</b>	Career development	We will develop the Complete Medway Manager course, finalising content by June 2023. We deliver at least eight cohorts by September 2024. We will have evaluated and reviewed the training suite by April 2025.	HR	
<b>4</b>	<b>Improve mental health and wellbeing</b>	We will review current support measures with a view to improving the support that is offered. A working group will be set up to support this action. Locally, analysis will be undertaken to identify specific areas where poor mental health is prevalent. Where causes are found to be work-related, focussed support will be implemented to address this. We will provide further support and training for managers who may not feel equipped to manage and support staff with mental health problems.	HR, IC, PH	Yr 1
<b>5</b>	<b>Address bullying &amp; harassment concerns</b>	We will identify and rectify any gaps in areas of policy or process that fall short in supporting employees and managers. We will increase workforce understanding of everyone's obligations under equality legislation.	HR	Yr 1
<b>6</b>	<b>Improve understanding of Core Values</b>	We will develop an effective communications and stakeholder engagement plan to embed the new Core Values 2024 into the organisation's policies, procedures, leadership and employee behaviours	HR, IC	Yr 1 & Yr 2
<b>7</b>	<b>Employee Value Proposition (EVP)</b>	We will continue to develop elements of our EVP and use the annual Employee Voice Survey to measure they portray an accurate picture.	HR	Y1 & Y2

<b>8</b>	<b>Measurement and review</b>	We will measure and review the effectiveness of this action plan using related questions within the Employee Voice Survey 2023, and 2024 – aim to increase response rate by 5 % each year	HR	Yr 1 & Yr 2
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