

Employment Matters Committee

30 January 2024

Update on Response to the Employee Survey 2022

Report from: Samantha Beck-Farley, Chief Organisational Culture Officer

Summary

An update on actions taken in response to the Employee Survey 2022.

1. Recommendation

1.1 It is recommended that the Employment Matters Committee note this report.

2. Budget and policy framework

2.1 This report is for information and is within the remit of this Committee.

3. Background

3.1 The Employee Engagement Survey was undertaken in September 2022. Corporate Management Team reviewed the results and agreed a set of priorities for action. The Employee Engagement Strategy was agreed by Employment Matters Committee on 6 September 2023 and sets out, within its action plan (appendix one), how the council will address these priorities. The infographic (appendix two) has been communicated to the workforce highlighting these priorities and commitment for action.

3.2 The action plan is purposefully generic. It has been written to cover corporate actions primarily but is supportive and flexible enough to steer directorates and divisions to create their own local action plans.

3.3 Some larger scale projects, such as the Medpay Review, are still ongoing but considerable progress is being made in all aspects of the action plan. The table in paragraph 3.1 sets out actions and progress made since July 2023.

4. Advice and analysis

4.1 The table below shows progress made against the action plan.

Action	Progress made
<p>Our Ways of Working Policy</p>	<ul style="list-style-type: none"> • An analysis of the 2022 survey results by workstyle has been undertaken – results have been fed back to Phoenix and Corporate Management Team. Overall results showed the most satisfied and motivated employees worked either a Hybrid workstyle or worked from home. • A pulse survey was sent to staff in December 2023 to determine how employees felt about their current ways of working (following the partial closure of Gun Wharf). The survey also sought to obtain a holistic viewpoint from all staff about the way we work and wish to work in the future. Results are currently being analysed, and will form part of decisions to help detail the future requirement of our ways of working.
<p>Improve employee communications and engagement</p>	<p>Internal Communications channels and tools</p> <ul style="list-style-type: none"> • The new CEO has increased his visibility and accessibility through visiting departments; more use of video; a quarterly ‘round-up’ communication, and regular appearance in the all-staff newsletter ‘<i>Our Medway</i>’. • Our Medway – a number of changes have been made to the newsletter in response to employee views, these include: <ul style="list-style-type: none"> ○ The newsletter has changed to a weekly update to ensure that the news is kept current and relevant (65% of staff in the last survey said they want to be kept more informed about council plans and progress, a weekly newsletter allows the opportunity to provide more information to staff and keep them up-to-date). ○ The format has been redesigned to provide opportunity to share case studies and staff news/successes. ○ A sharing platform enables monitoring of key analytics. • Arrangements are underway for an all-staff conference in the Spring. • The introduction of a staff roadshow (an event allowing services to share information and promote what they do to colleagues). • The introduction of dedicated Microsoft Teams channel for Service Managers called ‘Need to Know’. Providing a means of speedily sharing key information and messages with senior management. • Regular updates are provided at the Medway Makers staff engagement forum. • A process has been implemented to enable staff to share their news or request information to be shared with the workforce more easily.

	<ul style="list-style-type: none"> • The re-formatting of the <i>HR Monthly</i> newsletter providing a means for analytics to determine the most popular articles giving an insight into what topical issues the workforce are interested. <p>Statistics:</p> <ul style="list-style-type: none"> • Since November the most popular page visited on MedSpace has been the Temporary closure of Gun Wharf. • The <i>Our Medway</i> weekly newsletter receives an average open rate of 15% (<i>One Minute Medway</i> and articles related to GW closure have been the most popular). • The <i>HR monthly</i> newsletter receives an average open rate of 45% (with Care first and MedPay articles being the most popular). <p>Engagement</p> <ul style="list-style-type: none"> • A new conversation tool called <i>Let's Talk</i> has been developed to create conversations between managers and teams around specific workplace topics. The first use of the toolkit will be to help socialise the new council Values. • Work will start in January on building the next annual Employee Engagement Survey. The survey is designed, created, and analysed in-house. More information about the 2024 survey can be found in paragraphs 3.2-3.4. • The use of virtual drop-ins are being used more widely. A range of workplace topics have taken place in this format, for example: employee benefit providers; financial/cost-of-living support; engagement for the council Values. • The Medway Maker (volunteer) engagement champions network is continuing to support the organisation acting as a sounding board for new policy, initiatives and processes. The Medway Makers act as a conduit between their colleagues and senior management on various workplace issues.
<p>Pay and career progression</p>	<ul style="list-style-type: none"> • The survey revealed that one of the main areas of discontent from staff was pay. Pay negotiations for 2024 are underway and a proposal will be submitted to Full Council in February. The Medpay review is ongoing, details of progress is as follows: <p>Phase 1 of the MedPay Review was initiated in October 2022 and focused on Performance, Progression and Pay with the introduction of career progression frameworks that enables staff to progress through the pay band based on the competency levels required within their professional framework.</p> <p>11 out of the proposed 13 pilot phase teams implemented between 1 May 2023 and 31 January 2024 with 218 staff brought into the enhanced MedPay</p>

	<p>scheme. The two teams that did not complete have been moved into Phase 2 of the Review.</p> <p>Whilst it is too early to fully evaluate the impact of phase 1, there has been evidence of positive changes as the scheme improves the council's ability to attract and retain staff and this has warranted the roll out of phase 2</p> <p>Employment Matters Committee oversees the review and the committee has made recommendations to council resulting in changes to the MedPay payscale in July 2023, including the introduction of a Range 8 pay band and gaps between pay bands, thereby providing further enhancements to MedPay pay and conditions.</p> <p>Phase 2 of the Review was initiated in October 2023 with the first cohort onboarded to the project and the second cohort onboarded on 11 January 2024; there will be five cohorts which will cover the majority of the organisation.</p> <p>Working groups will be established during 2024 to:</p> <ul style="list-style-type: none"> a) consider career progression frameworks for job family groupings in the following areas: Customer Service; Business Support; Finance; Performance and Intelligence; Projects; and Systems; and b) develop career progression frameworks for Service Manager grade and above.
Employee benefits	<ul style="list-style-type: none"> • We continue to promote employee benefits to the workforce maximising the communication tools. A cost-of-living benefits fayre was held in October 2023, inviting staff to attend and meet in person a number of our employee benefits providers. This is supplemented through ad hoc webinars and drop-ins sessions from benefit providers. There are plans to introduce new employee benefits to support the wellbeing agenda from April 2024.
Recognition	<ul style="list-style-type: none"> • The annual Make a Difference Awards were held in December 2023 allowing the organisation to recognise high achievement. • Development of a Long-Service awards scheme is in progress. • Moving forward, work is proposed to create a Recognition Strategy for the council. This will steer the culture of the organisation by recognising achievements and behaviours that the council values and wishes to encourage. This will include a review of current recognition practices at both corporate and local level.

<p>Career development</p>	<ul style="list-style-type: none"> • The <i>Complete Medway Manager</i> programme has launched and is ongoing. Below are updates: <p>Cohorts Update:</p> <ul style="list-style-type: none"> • First operational cohort concluded on January 9, 2024. • Second cohort is in progress and four more are planned. • Three strategic cohorts have been scheduled from February 14 to April 2, 2024. • Future cohorts are targeting remaining managers and those at range four are planned for next financial year. <p>Training Suite Highlights:</p> <ul style="list-style-type: none"> • Aims for a transformative journey within the first six months tailored for new and recently appointed managers at Medway Council. • Covers core managerial responsibilities, key contacts, and developmental aspects, preparing future leaders with a forward-looking approach to managerial excellence. • Incorporates organisational alignment and the 'golden thread' of leadership. <p>Development and Feedback:</p> <ul style="list-style-type: none"> • There is ongoing commitment to refine the training experience. • Proactive development is made through thorough session evaluations. • There is strong preference for face-to-face sessions based on feedback. • There has been a transition to virtual sessions due to RAAC issues and venue challenges.
<p>Improve mental health and wellbeing</p>	<ul style="list-style-type: none"> • The Healthy Mind and Wellbeing Group meets bi-monthly. This group is formed from colleagues across the organisation and has trade union representation. - January 2024 sees the launch of the Press Pause campaign (see appendix three) – this encourages colleagues to take short breaks during their working day to support their health and wellbeing. The final design followed a series of engagement activity with staff groups including the Medway Makers and the Disabled Workers and Carers Network. - A line managers resource is near completion and will be launched in February 2024. This seeks to provide managers with additional support whilst managing often difficult and sensitive mental health related situations within their team. This resource will be on MEDSPACE and will provide links to sources of immediate help and advice as well as information on self-care, training, making wellbeing a priority etc - Two staff craft and chat sessions took place in 2023. Once in summer and one at Christmas for staff across the council to come together and make a greetings card. Each session was organised and facilitated by

	<p>Public Health. There are plans ahead to do more in 2024.</p> <ul style="list-style-type: none"> - A 'coffee roulette' pilot scheme is ongoing within Public Health to help tackle loneliness and social isolation. Employees who opt to take part are partnered with another employee for a chat either virtual or face-to-face.
Address bullying & harassment concerns	<ul style="list-style-type: none"> • The new Equalities, Diversity and Inclusion Strategy was approved by Employment Matters Committee in December 2023. This highlights responsibilities under the Equality Act 2010. • Additional deep dive activities into complaints, the outcomes and the learning is shaping future learning and awareness • We will shortly be publishing this on MEDSPACE and finalising the action plan and progressing actions, which include some of the activities below: <ul style="list-style-type: none"> - Communications are planned to inform the organisation about the EDI strategy over next couple of months. - Publishing Gender Pay Gap in March and then putting together specific actions to further address the gap. - Producing and reviewing the Ethnicity and Disability Pay Gaps for the first time. - New public sector equality duty training video. - New Access to Work process now live.
Improve understanding of Core Values	<ul style="list-style-type: none"> • The new values have been agreed and shared for staff views via a number of virtual drop-in sessions. At the sessions staff were asked to give their thoughts on behaviours that support the values. These can be found in Appendix four. • A communication and engagement plan has been produced containing details of how we plan to: <ul style="list-style-type: none"> - launch to staff and to the community. - embed and socialise within the workforce at team level using a conversation tool for managers. - integration within HR processes such as performance management, recruitment and learning and development. - reinforce the values going forward. - measure and review.
Employee Value Proposition (EVP)	<ul style="list-style-type: none"> • Day-to-Day work continues to reinforce all aspects of our Employee Value Proposition. The EVP will be updated to include the new council Values once the Council Plan is published.
Measurement and review	<ul style="list-style-type: none"> • The next annual Employee Engagement Survey will take place in May 2024 (see para.s 3.2-3.4).

- 4.2 As mentioned in the table above, the next all-staff annual Employee Engagement Survey is being undertaken in May 2024.
- 4.3 The 2024 survey will focus primarily on the actions within the Employee Engagement Strategy 2023-28 action plan to measure the effect of changes made.
- 4.4 Results and analysis will be fed back to this committee in good time.

5. Risk management

Risk	Description	Action to avoid or mitigate risk	Risk rating
Demotivation and devalued workforce leading to poor performance/service delivery, poor wellbeing, sickness absence, blockage of change, and reluctance to engage in future surveys and engagement activity.	Failing to actively listen to our employees and doing something as a result, will result in employees who feel that their point of view is not respected and valued.	The Employee Engagement Strategy 2023-28 clearly sets out the commitment to take action on the priority areas identified by CMT. Work is on-going in all of these areas.	B2

For risk rating, please refer to the following table (please **retain** table in final report):

Likelihood	Impact:
A Very high B High C Significant D Low E Very low F Almost impossible	1 Catastrophic (Showstopper) 2 Critical 3 Marginal 4 Negligible

6. Financial implications

- 6.1 There are no financial implications.

7. Legal implications

- 7.1 There are no legal implications.

Lead officer contact

Samantha Beck-Farley, Chief Organisational Culture Officer

Appendices

Appendix 1: Employment Engagement Strategy 2023-28 Action Plan

Appendix 2: Employee Engagement Strategy 2023 -28 Infographic

Appendix 3: Press Pause campaign poster

Appendix 4: Council Value workshops – comments from employees

Background Papers

None

Appendix one

Employee Engagement Strategy 2023-28 action plan

	Priority	Action	Who
1	Our Ways of Working Policy	Review the OWOW policy to include an analysis by workstyle of key workplace functions.	HR
2	Improve employee communication and engagement	Continually review and build upon current channels to ensure they are fit-for-purpose and effective. Use a variety of tools for collaboration both digital and face-to-face ensuring the workforce is timely kept informed of plans and progress and have ample opportunities to have their voice heard.	CMT, DMT IC, HR
	Pay and career progression	Complete the Medpay review including the career progression scheme.	HR
	Employee benefits	Implement new employee benefits to build on our offer and promote current benefits to increase awareness and usage. New benefits will focus on supporting employee financial, mental and physical wellbeing, and climate response.	HR, IC
	Recognition	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
3d	Career development	Develop the Complete Medway Manager course and deliver at least eight cohorts by September 2024. We will have evaluated and reviewed the training suite by April 2025.	HR
4	Improve mental health and wellbeing	Set up a working group to review current processes and support mechanisms for staff suffering from mental ill-health and review support and resources for managers.	HR, IC, PH
5	Address bullying & harassment concerns	Undertake a review of process to ensure provisions and processes are in place to increase confidence in the reporting process, and ensure all employees understand their personal responsibility under the Equality Act 2010, and consider the effect of their actions on others.	HR
6	Improve understanding of Core Values	Develop an effective communication and stakeholder engagement plan to embed the new values and shape our culture going forward.	HR, IC
7	Employee Value Proposition (EVP)	Continue to develop elements of our EVP and regularly engage with the workforce to measure accuracy. Update the People Promise with new core values once agreed.	HR
8	Measurement and review	Measure and review the effectiveness of this action plan using related questions within future Employee Engagement Surveys and other ad hoc engagement activity.	HR

Appendix two: Infographic for the workforce

REWARD, RECOGNITION AND CAREER PROGRESSION

YOU TOLD US



You want to be recognised in your service for a job well done.

You're aware of the employee benefits but you do not often use them.

28% Satisfied with total pay & reward package

44% Agree there are opportunities to develop their career here

WE COMMIT TO:

- Implementing a new pay and career progression scheme
- Providing more local recognition schemes
- Reviewing our employee benefits offer

OUR WAYS OF WORKING POLICY

YOU TOLD US



92% Of managers say their team is productive

92% Of managers say they are able to effectively communicate with their team

77% Of people say it supports a good work-life balance

However:

- Some think it's unfairly applied
- Some don't understand the four work styles
- We want to check if it's having an adverse effect on wellbeing

WE COMMIT TO:

Undertake a review to address employee concerns to:

- Reduce uncertainty
- Check for fairness in use across the organisation
- Review any impact on employee wellbeing

OUR CORE VALUES

We will review and develop the Core Values, and develop an action plan to embed them into our way of life.

Employee Engagement Strategy 2023-2028

Listening to you & taking action



EMPLOYEE COMMUNICATIONS

YOU TOLD US



61% Believe they have enough opportunities to tell us what they think

84% Want to hear about council plans and progress

45% Say they feel well informed

WE COMMIT TO:

Review current internal communications channels to:

- Be fit for purpose
- Make full use of digital systems.
- Provide a mix of two-way communication channels to make sure all staff have a voice

SUPPORTING YOUR MIND HEALTH AND WELLBEING

YOU TOLD US



61% Get the wellbeing support they need working here

57% Described their mental health as good

48% Had feelings of loneliness during each week

69% Of managers felt well supported to manage staff experiencing mental health issues

WE COMMIT TO:

- Review support for those experiencing poor mental health and wellbeing
- Develop collaboration opportunities for staff feeling lonely at work
- Develop regular activities to support colleagues
- Provide managers with the skills they need to support staff experiencing poor mental health

ENGAGING WITH SENIOR MANAGEMENT

YOU TOLD US



39% Say their directorate management team act on staff feedback

49% Agree directorate management teams are sufficiently visible, 46% agree they are sufficiently accessible

39% Rated 2-way communication between Corporate Management Team and staff as good

WE COMMIT TO:

Work to improve senior leadership visibility, accessibility, and engagement at both corporate and directorate level.



WE'LL WORK TO IMPROVE HOW YOU FEEL ABOUT WORKING HERE

62% Are proud to tell others they work here

62% Would recommend the council as a place to work

49% Say the council motivates them to do the best in their job

46% Say the council motivates them to help it achieve its objectives

79% Care about the future of the council

50% Feel a strong personal attachment to the council

Appendix three: Press Pause campaign

Stay hydrated

Vary your tasks

press pause

Taking short breaks at work is important for your wellbeing.

Connect with Colleagues

Move your body

Even a short five minute break can make a difference. Visit MedSpace for more info.

Developed by the Healthy Mind and Wellbeing Working Group.

Medway Maker

MEDWAY Health WORKPLACES

A BETTER MEDWAY
Easier ways to be healthy

Our Council Values Mentimeter – Sessions 1-3

Appendix 4

Proud to be Medway	Caring	Respectful	Trusted	Ambitious for Medway	Collaborative
<ul style="list-style-type: none"> • One Minute Medway is great for this already. • Sharing positive articles about the council. • Celebrate successes on social media. • Share positive posts on social media about Medway. • Position stories in local press and Medway Matters. • Celebrate our successes. • We celebrate the achievements of our learners and share good news. • Regular updates on achievements. • Better if more accessible for the deaf by having the interpreters in small corner allowing us to participate. • Sharing outcomes for colleagues when targets are met. 	<ul style="list-style-type: none"> • Doing what we say we will do. • Having easily accessible services which are inclusive for all. • Treat everyone as we would like to be treated ourselves. • Recognise and promote work0life balance. • Being authentic. • Show respect for our environment – lead by example. • Take interest in our colleagues and the people of Medway. • Listen to people – really listen! • Show support for the local community. • Demonstrate empathy with others – colleagues or the community. • Sharing life-stories to let people know they aren't alone. • Listening. 	<ul style="list-style-type: none"> • Being open minded. • Sharing life stories again and links to local groups. • Treat others as you would want to be treated yourself. • Our differences and absorb in or learning about their ways. • Being culturally aware. • Respecting our river and natural environments. • Respecting different groups and not promoting one over another. • Listening and being open to learning about each other and the past. • Demonstrate fairness and consistency for all. • Valuing difference. • Protect our green spaces. • Learn about cultures different to our own. 	<ul style="list-style-type: none"> • Take ownership. • This sort of speaks for itself – integrity is important across the organisation. • Being open, honest and transparent. • Evidence this with more 'you asked – we did' stories. • Honesty and integrity in everything that we do. • If mistakes are made, own them – don't make excuses. • Be honest, be prepared to say, 'sorry we got it wrong'. • Safe culture for accountability, don't fear making mistakes. • Open, honest and kind. • Be honest. • Have good morals. • Sharing best practice amongst colleagues. • Do what you promise to do. • Be transparent. 	<ul style="list-style-type: none"> • Reduce bureaucracy. • Using lived experience in our engagement with communities. • When we do have something good, share it, promote it and be proud of it. • Give colleagues an opportunity to contribute to business decisions. • Up to date website and digital tools development. • Making the most of being a unitary authority not having a county council to seek permission from first. • Encourage responsible risk taking. • Respect preferences and cultural ways. • Sharing good news stories with the community that displays where we have gone that 'extra mile'. • Be a leader in our fields. 	<ul style="list-style-type: none"> • Problem solving and feedback forums. • Improve cross directorate working, remove historic barriers. • Share with our residents our good collaborative working with partners, communities and local companies. • Remove department and professional silo'. • Consultation before action. • More opportunities to meet people from other teams and find out what they do. • Include each minority in meetings to make it more open. • Encourage more staff networking/peer groups – share best practice. • Sharing tacit knowledge across teams. • Joint service collaboration.

Our Council Values Mentimeter – Sessions 1-3

Proud to be Medway	Caring	Respectful	Trusted	Ambitious for Medway	Collaborative
<ul style="list-style-type: none"> • Be proud of colleagues work too, celebrate success of others not just immediate team. • Understanding that our colleagues and customers are all individuals and we should accommodate them, not 'pigeonhole' them. • In conversation talk about the great things that are being done, often people are unaware of what is being delivered. • Respond in a positive way on social media to those who are negative on our posts or who share incorrect facts about the council. • Speaking well of all areas of Medway. • Share each other services and work together for better outcomes. 	<ul style="list-style-type: none"> • Reward and recognise the hard work and commitment from all members of the staff and local community. • Where possible share good news stories that show the caring side of the council. • Signpost people to services that we provide. • Would be wonderful if signing space including so that the deaf users can join us all and include everyone. • Giving regular bulletins to the communities sharing what we have done. • Being transparent with colleagues and clients. 	<ul style="list-style-type: none"> • Championing the amazing diversity we have in Medway with opportunities to meet and learn from one another. • From a personal perspective, treating each other with respect at all times. • Taking on board our colleagues opinions. • Preserving our history and historical sites. • Being aware of different cultures and accepting others points of view. • Encourage those with weaknesses. • Be conscious of people's differences and that some are not always evident. • Generally, show respect towards others – sounds basic but is sometimes lacking. 	<ul style="list-style-type: none"> • Not just share our success but share our failures – be human. • Do the actions rather than saying will do. • Quicker and more personable responses to residents when queries come in. • Being clear on what we will deliver and how we will achieve it both to residents and staff. • Use plain English. • When something goes wrong, there is no finger pointing but a lesson's learned. • Be honest about what is achievable. • Listen to communities and shape services to suit where possible. • Not going back on decisions. • Explain well when something is not achieved or delivered, so we understand why something is not possible. • Being transparent. 	<ul style="list-style-type: none"> • Do not shy away from creativity and trying new things rather than always doing what we've always done. • Build an environment where staff feel confident to put forward ideas and have their suggestions listened to. • Be open. • Using new technologies to improve services and accessibility. • Show our good collaborative working with partners. • Don't fear change, embrace it. • Fully engage with the community and not think that the council know what is best for them. • Don't be constrained by 'we've always done it this way'. 	<ul style="list-style-type: none"> • More joint service working – allowing colleagues to work across teams so that contact with residents/businesses is maximised. Rather than have three different people see the same family or business. • Learning about other teams. • Host community networking events with businesses, charities etc on a regular basis with all council teams. • Stop talking about working in a service, and start saying 'working on a service/banish silo working'. • Collaborative working with universities to assist with research projects to help innovation and creativity. • More networking between teams.

Our Council Values Mentimeter – Sessions 1-3

Proud to be Medway	Caring	Respectful	Trusted	Ambitious for Medway	Collaborative
<ul style="list-style-type: none"> • Signposting people to services that could help them. • All information given to customers should be current and correct. • Share positive messages with our teams. • Sharing positive outcomes. • State specific things Medway is doing well or has done well for inspiration. • Celebrate local successes. • Demonstrate the vast range of local services the council run as people aren't always aware. • Using a platform to praise others on their work – positive messages, whether internal or external. • Take pride in your work and always do the best you can. • 	<ul style="list-style-type: none"> • Consideration for those around us both personally and professionally. • Looking after the wellbeing of colleagues so they can deliver best services. • Honour commitments. • Check in with people, especially those who work from home more than others. • Active listening. • Be involved in things that matter to us personally and to the council. • Living the values in how we engage with everyone. • Get to know our people, understand their stories and lives and refer to them. 	<ul style="list-style-type: none"> • Making it easier for people to contact us and to be heard...not just online services. • Challenge stereotypes and inappropriate language and attitudes. • Taking care of green spaces and parks. • Learn from each other. • Challenging our own values. • Seeing people as individuals. • Treating people as individuals. • Treat others how you would like to be treated. • Learn about the local heritage – many people come to live and work in Medway from other areas. • I think this value should be 'Celebrating Culture and Heritage'. 	<ul style="list-style-type: none"> • Do as you say you will. • Owning up to mistakes with colleagues. • Transparency and honesty – people can see through lip service. • Be personable. • Form relationships to build trust. • Be on time for appointments. • Listen to comments and questions and give an honest answer – be transparent. • There are a lot of meetings that people attend and you never know what is the outcome. It would be good for people to close the loop on actions. As for attendees it can feel like wasted time. • Remember what you've promised, and deliver on it. Many complaints escalate because we don't do what we said we would. 	<ul style="list-style-type: none"> • Don't be scared to make good decisions or change 'that's the way we've always done it'. • Celebrate achievements no matter how small. • Barrier's remove. • Make an accepting and celebrating environment for people to share ideas. Not making people feel bad or silly to share ideas. • Work more collaboratively across council teams and external partners – more buy-in, ideas and specialists to support the next great idea for Medway! • Cross dept interaction. • Dream big, aim high, create USP. • Show case our best practice. • Actually strive for something, don't accept the current state of affairs as OK. 	<ul style="list-style-type: none"> • No one above or below but we all are equals. • Making sure we get together on projects that have input from different streams so as to capture all requirements. • Set up cross dept corporate peer working groups on key issues/problems. • Encourage an environment and provide tools and opportunities for collaborative working. • Oe Minute Medway for staff news by staff not just what the new council are doing. • Working collaboratively with our community and voluntary organisations who provide excellent services to support the local area. • Sharing via social media and cross posting with community partners,

Our Council Values Mentimeter – Sessions 1-3

Proud to be Medway	Caring	Respectful	Trusted	Ambitious for Medway	Collaborative
<ul style="list-style-type: none"> • Like positive posts on social media. • Promote each other's services in a positive manner. • One Minute Medway videos are brilliant. • Nominating our services and colleagues for recognition where possible. • Share and celebrate what we do well. • Create a culture that includes everyone by being mindful and proud of working in Medway. • Speak positively about Medway. • Publicising the innovative and collaborate work we do. • Positive stories about what we do. • We should have a can-do attitude. 'No' should not be the answer. 	<ul style="list-style-type: none"> • Caring for the resources we have. • By listening to people's stories with interest. • Saying sorry if we haven't done things as well as we could have done. • Non-digital updates – bulletin boards in hubs etc. • Use please and thank you at all times. • Include all! • Take time for social, informal conversations. • Recognising the impact we have on others. • Connect wit others. • Ask people how they are feeling. • Be kind. • Having regular catch-ups with senior management in a general meeting - not formal • Promoting self-care. 	<ul style="list-style-type: none"> • Be open minded and not have pre-conceived ideas. • Role model behaviours inside and outside of work. • Celebrating all. • Include the past, present and future. • Education. • What does this really mean? • Acceptance. • Understanding and learning from our past, present and future. • Be open minded. • Respecting different cultures. • Spotlight and celebrate all our diversities – communicate the council's diversity too. • Working together. • Instil local pride of place – key heritage assets and stories, engage all walks of life. 	<ul style="list-style-type: none"> • Take responsibility for an issue not passing the buck. • Partnership and transparency. • Please include all minorities. • Taking bold actions, getting involved in innovative projects. • Share suggestions. • Show more urgency. • Empower our staff more to be creative and innovative. • Be creative in our approach. • Culturally we need to encourage sharing of ideas to fully embed this value. • Sharing best practice with businesses across Kent and Medway. • Share a future plan and give regular updates – if something changes, be honest and explain why and what we will do instead. • Transparency. 	<ul style="list-style-type: none"> • Have big goals. • Look outside of Medway – what are others doing. • Learning from best practice and making difficult decisions whilst bringing service users with us on the journey. • Can only be bold and brave if managers back you up! • Don't be scared to be different and celebrate those differences. • Be proud, with hearts and minds. • Review our processes and make improvements that balance customer and business needs. • Create opportunities because it's wanted/needed, not just because or expected elsewhere. • Ambitions beyond ability. • Be leaders in what we do. • Aim high. 	<ul style="list-style-type: none"> • Community events – where the public can meet council teams like what was done for new councillors. • Deeper understanding of partnerships in Medway and working harder to strengthen these partnerships via working together. • Learning about skills of employees which could be used in other service areas. • Place the customer at the heart of service design, not the needs of the organisation. • Cross learning between teams to share skills and expertise. • More community projects that have a wide range of council teams and services. • More secondment opportunities to different teams.

Our Council Values Mentimeter – Sessions 1-3

Proud to be Medway	Caring	Respectful	Trusted	Ambitious for Medway	Collaborative
<ul style="list-style-type: none"> • Call out examples of positive behaviours. • Want services to be the best for residents and provide value for money. • Uniform. Be honest with customers. • What does being Medway mean? • Wear council branded uniform or badge. • Celebrating everyone in Medway. • Communication. • Not being defensive about working for Medway. • Positive talking. • Positive interactions about our roles and others within the council. • Sharing best practice. • Share our successes confidently. • Be part of events. • Being a champion. Talking up Medway as a great place at every opportunity. 	<ul style="list-style-type: none"> • Listen to each other. • Non judgemental. • Being supportive and respectful of the council, service users and of your colleagues. • Listening. • Giving time to listen and talk. • Treat every service user/colleague as an individual. • Model taking care of colleagues and employees and prioritising emotional wellbeing and health. • Learn from each other. • Supporting one another. • Understand our communities. • Being available, responsive, understanding. • Not taking people at face value. • Understanding the needs of our stakeholders. 	<ul style="list-style-type: none"> • Understanding what diversity means in Medway. • Growth mindset. • Celebrate cultures of Medway. • Celebration. • Don't say 'with respect' that doesn't mean you are then allowed to be rude. • Ask meaningful questions. • Respect of people, environment, local history, diversity and inclusion. • Reaching/serving all parts of the community and providing opportunity for voices and feeling heard. • Connect with community members. Be curious to understand individuals values, ethics and morals, seek to understand. • Accessibility. • 	<ul style="list-style-type: none"> • Be transparent about our decision making. • Its OK to make a mistake, own it. • Don't make false promises. • Be clear and transparent. Be honest. • Effective communication, follow through with action. • Open. • Respond with evidence of hearing/listening to needs. • State facts, not excuses. • Act responsible because we collaborate and inform to maintain trust throughout. • Be sincere, not just give lip service to the cause. • Sharing responsibility but not making scapegoats of front-line staff. 	<ul style="list-style-type: none"> • Be brave in having difficult conversations in order to identify and improve practice. • Take risks and move from 'we tried that and it didn't work' mindset. Encourage risk taking in the staff. • Being realistic with what we are able to deliver and what we cannot deliver, managing customer expectations. • Better use of technology. • Sustainable boldness/innovation. • Push the creative sector in Medway for young people who are interested in a career in the arts, creating creative opportunities. • Don't fear failure. • Need to be brave and bold internally first. • Allow voices to be heard so people feel they can be bold with their ideas. 	<ul style="list-style-type: none"> • Discuss likes and dislikes – normal to have some dislikes as well as likes. • Love One Minute Medway – from staff, that would be a great way to celebrate successes or share good news. • Consider the impact that actions will have – get the right people round the table. • Improving understanding of what other teams actually do would be great, we do this for councillors but not necessarily for internal benefit. • Staff volunteering days to collaborate in the community with the community – would be good for wellbeing too. • Would be good to know about funding bids – or pots available. • More user research. • What does 'One Medway' look like?

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<ul style="list-style-type: none"> • Commitment and professionalism, determination and passion. • Professional – robust – not afraid to say no – meet the needs of the community. • Understanding the different cultures in Medway. • Communicate Medway successes internally and externally. • Signpost to other departments when speaking with public so that their feedback gets addressed. • More visible staff doing positive things – taking pride in the environment – dealing with the rubbish in our streets – it is quite shocking how dirty the towns now look. • Share more of the good stuff. 	<ul style="list-style-type: none"> • Listen, shared vision, empathy, understanding, work as one voice/unit. • Putting citizens at the heart of services. • Improving management and team processes to demonstrate authentic caring. • We're compassionate to communities, less so internally. • Teamwork with colleagues and community. • Be part of events by others. • Show empathy and emotional intelligence. You may still have to say no. • Listen beyond the words of people - separate behaviours from the person. • Being user centred. • Listening to the voice of the workforce. Being present. 	<ul style="list-style-type: none"> • Respect different views, develop consensus, engage, co-create. • Listening to as many points of view as possible. • We communicate with each other and communities in a way that values difference and is inclusive. • Re-instating Vince's wonderful 'Rock Against Racism'. More inclusion events for new groups arriving. • Celebration of our diverse community and embrace all cultures and promote events across all hard-to-reach communities. • Curiously question to learn about individuals. Leave judgement and guess work in the past. • How do you put your values on what we try and achieve – outcomes? • Diversity in the workplace. 	<ul style="list-style-type: none"> • We hold ourselves and others to account in our work. • Don't blame decisions on staff that have left to escape accountability. • Demonstrate internally that we take accountability – then we can communicate it externally. • Clear communication. Active listening. • The toughest one of the lot. We are seen as political so are not trusted. • Trusted is what we aspire to be but the value would be integrity, and then behaving professionally and honestly. • Honesty where we can't meet all needs – empower community to meet them. • Walk the Talk. • Don't make promises we can't keep. 	<ul style="list-style-type: none"> • Be prepared for failure to provide learning for success. Seek out best practice elsewhere and other environments. • Innovation approach Place leadership – collaborative. • Look outside of Medway – what are others doing? • High expectations that can be achieved. • Publish this in other areas other than housing/redevelopment. Homes are important but so are services, support and community resources. • Learn from international best practice. • Medway has a lot of potential for social and economic development – identifying opportunities for this will be key. • Be trail blazing. • Leadership demonstrating ambition. • don't copy council x. 	<ul style="list-style-type: none"> • Have joined up working arrangements, policies and procedures across Medway partnerships. • Good communication that is effective. • Joint approach but with real outcomes, not just ambition. • Departments consulting community together and more cross department projects. • We need more openness and cooperation internally – fewer silos. • Know what other teams are doing and how we could work together. • 360 feedback, working together. • Team building. • Stop working in silos. • Learning from customer journeys. • Build and develop relationships. • Communicating and working with others. • Talk to each other, know what is going on.

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<ul style="list-style-type: none"> • Know the local area inside out – live here and immerse yourself in it, be with the people for the people, act as ambassadors in talking up the area and changing perceptions, make a difference locally. • Say 'I work for Medway Council', don't add 'for my sins'. • Consult and connect with our residents and stakeholders, actively listening to align service provision. • Good communication. • Diversity, professional networking, understanding each service area pressures and having regular meetings to work through any service issues/barriers. • Finding solutions. • Collaborative working. • Listening. 	<ul style="list-style-type: none"> • More consultation • community outreach from all departments – maybe with support from teams that do this often. • Is this internal, external or both? • Understand local issues, put yourself in shoes of our customers and stakeholders. • Promoting community groups. • Develop a trauma informed workforce. • Have transparent, open and inclusive communication channels that are accessible to all. • Caring about the future and the environment too. • Happy staff, happy customers. • We have to be effective internally before we are effective externally. • Consultation. 	<ul style="list-style-type: none"> • Having big conversations. • We appropriately challenge where we see disrespectful behaviour of people in positions of leadership. • More heritage promotion of the work of MACA especially great work like the 'Cuffay' play. • Don't be apologetic for past culture or events. We learn from and don't repeat. • Being aware and accepting of cultural sensitivities and conducting ourselves with genuine respect for people. • Enable community members to feel safe to be themselves. • Follow up. • Actually, do what we say • Welcome feedback. • Promote cultural opportunities. • Mindful of differences. • Treating people equally 	<ul style="list-style-type: none"> • Do what we say. • Share successes and acknowledge what hasn't gone so well. • Be transparent, honest and fair to your colleagues and to the public – be proud of working for Medway Council. • Engage with community and provide opportunity. Develop processes in management that prioritise trust outcomes. • Those who are paid/elected to make decisions take ownership of both successes and failures. • Acting with probity and integrity and being open with and accountable to the public. • Do we follow up on issues? • Welcome feedback. 	<ul style="list-style-type: none"> • Aiming for better outcomes for children and their families. • Innovation in transport, technology, environmental protection. • Stop being fearful if we say no and then get a complaint from councillors. • Better engagement across/within the council, and partnership with other orgs and sectors. • Modernise first to enable this. • Realise individuality. • Its OK to get it wrong, learn from it and develop. • Encourage ideas. • Look outside Medway and learn from others. • Delivering new and exciting events and opportunities. • Confident in our offering. • Be forward thinking and outward looking. • Embracing change. 	<ul style="list-style-type: none"> • Clear roles of council responsibility and what sits with individuals in community and what we can do together. • No one partner, stakeholder, colleague can achieve outcomes / success re: taking socio – economic regeneration on their own - no silver bullet – essential to have collaborative, placemaking, innovation. • Greater working with community groups. • Focus on internal communications between services / directorates. We could be better at co-ordinating support / resource offer to schools / community groups by a comms calendar /portal. • Reward cross departmental working. • Stop silo working. • Dismantle the hierarchy.

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<ul style="list-style-type: none"> • Rewards/awards for contributions to the community. Wearing the belt and where able to push positive aspects. • The recent communications about cancelling Christmas lights are a good example of being proud. • Respond to needs with empathy. • Listening to all customers and communities. • Upkeep and investment in front facing centres. • Respect people, places and environment. • Do what you say you are going to do. • Positive communication. • Share successes. • Talk positively about Medway. • Talking about Medway as a great place to work. 	<ul style="list-style-type: none"> • Local community is able to access services whatever need and ability. • Dealing better with hate crimes here. More events around community cohesion. Again more visible staff so we are not just seen when there are complaints. Proactive community building. • Pulling together when it matters. • Newcomers (whether employees) or people new to the area are welcomed and signposted to support. • Empathy. • Diversity and inclusivity are two very different things. • Listen beyond the words, connect with intent to support appropriately. • Engaging with residents to find out local concerns. 	<ul style="list-style-type: none"> • Working with MIDA to bring communities together. • Embrace the differences within communities. • Be aware of colleagues' differences and learn about them. • Learning more about others and respect the differences; non-judgemental. • Acknowledge and accept and embrace differences as essential for the vitality of the organisation. • Understanding diversity – not being worried about talking about it. • Acknowledge and accept and embrace differences as essential for the vitality of the organisation. • Learn about others. • Treat others with kindness. • Understanding different cultures beliefs and religion. 	<ul style="list-style-type: none"> • More 'you said, we did' and if we can't deliver explain why and what else is available to bridge gaps/meet needs. • We are clear about what is expected of staff and are transparent about this. • Manage expectations. • Leadership taking accountability. • Better decision-making structure – devolve it downwards! • Sharing information with our community in an easily digestible way – for those that feel uncomfortable with heavy reports, statistics etc so the community feels included. • Empower staff. • Listen to feedback. • Open and honest, Medway does what it says. 	<ul style="list-style-type: none"> • Think outside the box; explore opportunities and ideas further afield; don't be scared to lead; get out of the comfort zone. • Look outside Medway and learn from others. • Be accepting of failure. Innovation does not come without some failure. • Be creative and think outside the box to improve services and deliver a great service. • Flexibility in certain working ways. • Be forward thinking and outward looking. • Don't be afraid to try something new. • Learning from other ideas. • Work realistically with data-backed information rather than guessing. • Create reflection space. 	<ul style="list-style-type: none"> • Ensuring that resources are put in place to support meaningful partnerships across Medway. • Ensuring funding restraints don't result in teams fighting each other for resources. • Better Member-officer-resident relationships. • We do not work together within on many things, this causes big issues that reflect outside with the public. • Greater understanding of what other services do so we know who we are working with and how we can collaborate. • Better structures. • Joined up services, national benchmarking and peer reviews, ongoing staff engagement and reality of delivering objectives across the council. • Challenge the status quo.

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<ul style="list-style-type: none"> • Tell friends what I do as an employee of Medway and what we can deliver for residents. • Give praise. • Talking positively about your work, colleagues, and Medway place and council. • Be proud of the individual projects – not just their own. • Talk positively. • Share success stories across board, • Celebrate our diversity in a genuine way. • Have culture and inter faith days and exhibit them. • Talk about the good work we do, • Being proud of the place and people that we work with. • Committing to deliver a service we would expect to receive. • Attend events. 	<ul style="list-style-type: none"> • Taking time to talk. • Listen and support. • Working in a friendly, caring, supportive environment. • Be kind. • Listening and empathising with individuals being inclusive. • Listening carefully to clients and colleagues. • Provide open and kind environment. • Listen to what our customers and employees are saying. Treat others as I would like to be treated. • Supporting each other share resources and knowledge. • Examples of how we do this and why it matters – bring it to life. • Listening and responding to people as individuals. • Mindful of differences, supportive. 	<ul style="list-style-type: none"> • Support cultural differences. • Being kind and empathic in our roles to deliver an excellent service to all our residents. • Be open-minded. • Showing understanding to all communities and embracing differences. • Fairness. • Listening and acting upon something; polite; caring; promoting and embracing differences. • Learn and be mindful. • Respectful and consideration of gender, culture and communities. • Engaging with different communities and provide cultural events for different communities. • Respectful and consideration of gender, culture and communities. 	<ul style="list-style-type: none"> • Accountability at all levels; ban the phrase ‘we are where we are’. • Reduce delay in communicating key information to staff and communities. • Publish more data and information online where possible – reduce FOIs. • Publish learning lessons, we got this wrong, we will learn by -xyz. • Credible – follows through. • Strong links in the community. • Have a rationale and reason for how and what we do - clear and transparent. • Be open and transparent. • Don’t over promise. • Be realistic and deliver what you promised, never raise expectations when unsure if you can deliver. 	<ul style="list-style-type: none"> • Comms – share ideas and progress, key stakeholders involved and visible – brand ambassadors. • Promoting the place to others outside of Medway. • Give all a voice. • Informal decisions. • Learn from mistakes. • Ad astra per ardua. • Be creative and thinking out of the box, talk to community. • Be bold, creative, and ambitious. Ask for forgiveness not permission. • Embracing change and new ideas. • Encouraging ideas between teams, open and regular communication i.e., on what’s gone on, what is planned for the future. 	<ul style="list-style-type: none"> • Recognition of individuality that leads to the best skills needed for the job. • More cross dept shared time. Genuine time for team building. Following up on knowing and working by the values!. • Less hierarchy, more empowerment, cleaner decision-making tree. • Internal working and external stakeholders need to work together – one voice and vision. • Encouraging partnerships with community groups. Sharing our resources. Facilitating the public to take control of our buildings for events /resources to create a new Medway. • Evidence that workforce is clear on what is expected and what we do. • Hands on management. • Inclusive. • Less silo working.

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<ul style="list-style-type: none"> • Proud in discovering Medway history and engaging schools to learn about it and be proud; proud in giving children opportunities to learn. • Keep talking about it and give examples of how it comes to life. • Showcasing work through media channels. Signs to show work complete. Becoming a benchmark for other authorities. Collaborative working. Residents feedback. • Smiling, positive, confident, happy, sharing success, recommend as a place to work. • Greet when we meet. Have inter-departmental events which bring us together to promote unity – respect. 	<ul style="list-style-type: none"> • Understanding needs. • Talk with, not 'to' or 'at' – there is a difference. • Develop strong working relationships. • Respect each other. • Be kind in our delivery, no matter what our areas are. • Help asap; be clear in communication – try to ring; polite and respectful when communicating; listening. 	<ul style="list-style-type: none"> • Understand communities and our workforce – who are we? 	<ul style="list-style-type: none"> • Being open and transparent. • Honest with customers and employees. • Transparency. • Set expectations. • Council plan measures being meaningful and reporting being accurate. • We do what we say, and are accountable – lead by example, following through, honesty and openness and being clear from the start and as things change. • Accept blame if something is done wrong. • Achieve way they say. • To be open, transparent and honest in our actions. • Stronger leadership. • Good communication doing what we say. 		<ul style="list-style-type: none"> • Supporting CVS with sustainability of projects. • Give recognition to others. • Encourage innovation and give space to think. • Having trust, transparency to enable good collaboration. • Updated and clearer information online about Medway. • Coaching of staff, personal empowerment. • Make sure we onboard people who can. • Good communication. • Everyone has a voice. • Listen to what others have to say. • Work outside of Medway with partners. • Cross directorate working on common issues. • Look for opportunities to work across teams. • Supportive of others.

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			<ul style="list-style-type: none"> • Be free to hold each accountable and the humility to take responsibility where we fail. • Do not let our customers down, deliver what we say we will and only commit to what we know we can deliver. If we lose faith, we lose trust. • Careful information sharing. • Being honest with everybody we deal with. • Apologise in writing. • Transparency from CMT and political leadership. • If can't meet expectation, explain why. 		<ul style="list-style-type: none"> • Don't be afraid to work across directorates – people – place...One Medway. • Working with residents, communities, and businesses to build a stronger Medway. • Working as one partnership between our various in-house service delivery. • Be open to different points of view. • Working more with partner agencies. • Working together and not in silos is essential to positive outcomes for all. We are getting better at this! • Checking up on each other regularly – take interest in what the other is doing. • Synergy – needs comms and flexibility and trust and permission (hierarchies can limit) • Seek views from people and engage widely.

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					<ul style="list-style-type: none"> • 'We' and not 'I' and 'You'. • Ensuring departments across the council work collaboratively. • Amplify voice of lowly placed staff and promote equality. • Work with developers around s106.