



# WORKFORCE STRATEGY

2024/28

# Introduction

Our people are critical to our ability to achieve our ambitions. This high-level strategy and action plan sets out our priorities for the next four years to ensure that we have the right people, with the right knowledge, skills, and experience, working collaboratively in an inclusive, positive, and supportive culture that will equip and develop our workforce so that it meets the needs of Medway's residents.

This strategy is designed to support the One Medway Council Plan and the Financial Improvement and Transformation Plan (FIT) which supports our Medium-Term Financial Plan (MTFP). Collectively these documents describe the ambition we have for Medway, the money available to deliver and the people we need to make delivery successful.

This strategy aims to move us forward against a backdrop of unprecedented change. But whatever the new challenges are, we in Medway must continue. As in previous years, there is a need to save money, this year it is more important than ever that we need to become more efficient, whilst maintaining high quality public services. And we need to harness the power of the revolution in digital technology.

To do this, we need to attract the most capable and public-spirited people and build a culture and ways of working that are as good, if not better, than anything on offer anywhere else.

This Workforce Strategy sets out what we need to do to make that happen and provides the mechanisms to react flexibly to challenging priorities.

We are building on the achievements from the last Workforce Strategy (2022-25), which has given us a great foundation, creating a workplace that we can all be proud of.

## OUR WORKFORCE TODAY

We are a community organisation, we primarily employ (80%) members of the community, who are working for the community.

To develop a workforce that is reflective of our population and can meet the current and future needs of residents, we first need to understand our existing employee profile and how it differs from our community profile.

We are a flexible employer directly employing 2,992 people, 2,286 excluding casuals, with 4 in every 5 of our colleagues living within Medway.

Whilst our community is almost a 50:50 split of female and male residents, most of our workforce is female (74.3%).

We are a mature workforce; our age profile continues to be an area of significant concern at both ends of the age spectrum. Although the council has several early talent schemes, such as apprenticeship and graduate programmes, the number of people directly employed by the council aged 16-24 years remains low. This has a direct impact on our ability to grow our own talent and reduce skills gaps.

	16-19	20-29	30-39	40-49	50-59	60+
Workforce	2.5%	13.6%	20.4%	24.4%	25.2%	14.1%
Community*	7.3%	19.4%	22.5%	20.4%	21.5%	8.9%

\*Aged 16 to 64

We want our organisation to be one where all colleagues are confident to be themselves at work, but we are not there yet. Our self-declaration rates for some equality characteristics remain low. These gaps in our knowledge make it harder for us to fully understand our workforce. As part of this strategy, we will require all staff to update their personal equalities information, which should provide more accurate and deeper insights.

Anecdotally, we are not a diverse council in terms of overall representation. Nearly 93% of our colleagues have declared their ethnicity, which shows the council has a higher proportion of colleagues from a white background (81.8%), and a lower proportion from other ethnic backgrounds (13.5%), and another 4.7% have not identified with any ethnic group. Our community profile, for those aged 16-64, shows 83.8% are from a white background and 16.2% are from other ethnic backgrounds. Whilst our workforce profile is similar to the community profile, our lower declaration and identification rates mean that we lack the full picture.

We are recognised as a Disability Confident Employer, however less than 60% of our employees have declared their disability status. Only 5.9% of our staff have declared a disability, which is significantly lower than the community profile where 16% of 16 to 64 years are disabled.

To be more reflective of our community we would need to employ more: young people, males, people from other ethnic backgrounds, and people with a disability.

We measure pay gaps, to make sure we are equitable in our approach across different equality characteristics. Our gender pay gap is decreasing and is currently 6.9%, this compares well to a 14.3% national average. Our ethnicity pay gap is favourable to colleagues from other ethnic backgrounds -6.6%, compared to colleagues from white backgrounds. We do not have a significant difference in our disability pay gap (1%) however we acknowledge there is still more we can do.

## **DRIVERS FOR WORKFORCE CHANGE**

The need for change is being driven by a period of significant change both in local government and across the wider employment market.

Our financial sustainability continues to be challenged by increased costs, reduced funding, and an increased demand for services. These meant we needed the support of government through a capitalisation direction for £14.742million to balance the budget for 2024/25, and we project that we will need to either approach the government for further support in 2025/26 or find savings of £16.303million for 2025/26.

The council's Financial Improvement and Transformation Plan and the One Medway Council Plan, set our actions to achieve financial sustainability and our ambitions for Medway. These two documents provide the strategic context for the Workforce Strategy as it is recognised that our workforce is key to both meeting our financial challenges and delivering on our ambitions.

We have also listened to the needs, aspirations, and commitment of our workforce through our programme of employee engagement. This has already led to a review of our pay, progression and performance offer, enhanced our employee value proposition, reviewed our values, and implemented manager refresher training. Continuing to listen to our workforce's needs, aspirations, and commitment will strengthen and support us to be agile as the way we work changes.

The changes to how we work are being driven by emerging technologies. These will provide opportunities to transform how we deliver services making them more targeted and effective for the public we serve but will create challenges as new ways of working develop that require new and different skill sets.

The council is faced with recruitment and retention challenges. We want to recruit a workforce that is more reflective of our local community and create an environment that allows retention, whilst supporting our workforce to have meaningful careers that allow them to develop.

By incorporating all these factors into our workforce strategy, we will put the council into a strong position to deliver for our residents now and in the future.

## PRINCIPLES AND APPROACH TO THE STRATEGY

To deliver on our commitments to our residents the One Medway Council Plan sets out our vision:

- Medway - a place that people are proud of.
- Medway is recognised as a great place to live, work, learn and visit, where all people thrive.

And our 5 priorities for Medway:

- Delivering quality social care and community services
- Benefitting from good education, quality jobs and a growing economy
- Enjoying clean, green, safe and connected communities
- Improving health and wellbeing for all
- Living in good quality and affordable homes

Our vision, and our priorities and our workforce strategy are aligned to our values:

- Proud to be Medway: taking pride in what we do
- Caring: compassionate towards our communities and colleagues
- Respectful: thoughtful about Medway's diversity, heritage and one another
- Trusted: we do what we say, and are accountable
- Ambitious for Medway: empowering our colleagues to deliver with integrity
- Collaborative: working together - One Medway.

Our values and behaviours tell the world the kind of organisation that we are, the things that are important to us, what we stand for and the way in which we will achieve our vision.

By incorporating all these factors into our workforce strategy, we will put the council into a strong position to deliver for our residents now and in the future.

Having a clear and defined set of values, that are effectively communicated, socialised and adopted across the workforce will help influence the culture of our organisation, define us and make our vision clear for colleagues, partners and residents of Medway.

All of this is underpinned by strong leadership at all levels. To support the delivery of these strategic priorities the workforce strategy sets out three priorities whereby further attention is needed. A set of actions and interventions for each priority builds upon what is already underway across Medway Council and makes fresh commitments to how we will shape our culture and workforce.

## PRIORITIES

1	<p><b>Workforce 2028</b></p> <p>Strengthening our employee offer, through a longer term pay and reward strategy, and capability development as well as focused activity to address pay gaps, i.e. ethnicity/gender/disability.</p> <p>Transforming the way we recruit through attraction, onboarding and engaging by reviewing our end-to-end recruitment processes.</p> <p>Improved talent identification and management through using talent management tools as well as increasing the representation of disadvantaged groups.</p> <p>Mapping and understanding the workforce to support an agile approach to future service needs, utilising skills, actively encouraging progression, increasing retention and on-going strategic workforce development through our benefits.</p>
2	<p><b>Enabling our people to develop</b></p> <p>Focused leadership development programmes so people can lead collectively and are led effectively, with change managed well.</p> <p>Strengthening line management capability to ensure 6 weekly performance management and career conversations are taking place; empowering our people to develop and grow.</p> <p>Ensuring fair access and better signposting to quality and timely learning and development opportunities for all.</p> <p>Building our early talent pipeline, by working with the community on work experience, internships, and apprenticeships.</p>
3	<p><b>Engaging, Rewarding and Wellbeing</b></p> <p>Embedding our HR offer to support and address inequality and fairness.</p> <p>Continuing to implement Feedback Loops as an engagement tool to nurture an environment where people feel listened to and valued.</p> <p>Enhancing the onboarding experience, striving to be an employer of choice within our community and across Kent.</p> <p>Working together on a set of common behaviours that allow us to live our values everyday and express our sense of personal responsibility and pride working at Medway Council.</p>

## WHAT GOOD LOOKS LIKE

- Retention of experience, particularly where there are scarce skills.
- Coherent and effective pay systems that maintain fiscal constraint, enable workforce transformation and deliver long-term savings.
- A system that enables us to flex in the competitive market and to attract and retain staff with certain scarce skills.
- A total reward package that will develop and attract the very best leaders.
- A reward framework that does not encourage people to change jobs solely in pursuit of better salaries.
- A longer-term strategy on inclusion that will embed a culture which values individuals' talent and their contribution to the work of Medway Council.
- Leaders who are supported to become confident, inspiring and empowering; who deliver our high-quality services while transforming the organisation.
- Leaders who have a breadth of experience and depth of expertise with professional career anchors, enabling them to lead with authenticity and confidence.
- Leaders who influence within wider systems facilitating the delivery of shared outcomes with other public and private sector organisations
- Whole workforce capable of exploiting opportunities that technological changes will bring and equip leaders to recognise and respond accordingly.
- Clear career paths for core professions with structured opportunities for career progression, with skills and experience used to assess readiness.
- A structured programme of development and learning opportunities linked to these career paths, which our people use to build capability and professional expertise, whilst recognising that certain roles require sufficient time in post to build a depth of experience.
- A council that is proactive in changing its employee offer to reflect modern career trends supporting both short and long-term careers.

## Priority 1

### Objective - Workforce 2025

With a competitive and unpredictable labour market and an ageing population, the Council faces challenges to ensure our workforce is stable now and for the future. Effective strategic workforce planning will ensure that we recruit and retain the right number of people with appropriate skills, qualifications, and experience; deployed in sufficient numbers to achieve organisational objectives.

Building the workforce of the future will be achieved by embedding workforce planning as a key component of strategic business planning across all directorates. Business plans will provide a vision of what services should look like in the short, medium and long term, built around evidence of need. These plans need to be used to compare with the current position to determine what and how things need to be different across the workforce. There is a need to identify skills gaps, and where resources are deployed on activities which are no longer necessary or desirable. Organisational workforce plans will describe how the gap will be addressed and inform the development of departmental Workforce Plans and associated Recruitment Plans. This will enable the development of agile resourcing, recruitment and selection mechanisms and a targeted approach to ensure the Council has a diverse workforce, with the skills in the right places to support service delivery.

Over the period of our workforce strategy, we will review our pay approach and have an ongoing focus on strategic workforce planning, through improved business intelligence, regular review and market positioning. We need to recruit and retain a workforce with the skills and values needed, and develop talent through effective succession and career planning, whilst priority will be given to help develop staff in current and potential new roles there will be a balance of judgement about how quickly the Council needs to acquire expertise in certain circumstances.

As we progress, we will promote Medway Council as an Employer of Choice for existing staff and potential new recruits. This will be achieved through improved communications internally and externally, promoting equality, eliminating discrimination, progression, opportunities for promotion, learning and development opportunities for all, meaningful pay awards and attractive benefits package.



## Priority 2

### Objective - Enabling our people to develop

The council strives to create a work environment in which staff are enabled to perform to the best of their abilities in support of the provision of a high-quality public service. The role of the manager is vital to improving the performance of the business area and of the individual staff members.

Technological and social change will reshape public expectations and influence the way services are delivered and the skills required from our people. To meet these challenges we need to develop a breadth of experience and deep expertise in our chosen professions, be it planning, operational delivery, housing, legal, leisure, culture or public health. Transforming services will also increase the requirement for specialist skills such as digital.

We will require clear career paths if we are to retain our talented people. Career paths should clearly set out the experience, skills and qualifications required, enabling people to deliver in their complex and challenging roles. This will provide the mechanism for people to develop expertise in their chosen profession from solid 'career anchors' and ultimately become skilled leaders of multi-disciplinary teams. Clear professional development frameworks, and external accreditation of internal courses where appropriate, will help to gain recognition of professional skills across all sectors and attract and retain talented individuals.

Cultural change is required so that all colleagues recognise, value and continually develop their professional skills, and leaders encourage structured movement to develop both depth and breadth of expertise.

Technology is also likely to reshape roles and we will need effective leaders who can support people through these changes and equip them with the right skills. In response, we must do things differently: becoming smaller, more agile whilst transforming our services, and improving the capability of our staff. To deliver all of this we need world-class leaders who are inspiring, confident and empowering, not just for their people but also for the public that we serve.

To enable this, we will ensure that Line Managers and Leaders have the right tools in the form of policies, procedures, guidance, and skills, through effective learning, development, and training. We will support them with expert HR advice and assistance to lead people and manage change effectively.

Developing our people will be achieved by fostering a stronger culture of good people management and by re-emphasising the people management role for all managers, so that they understand what is expected of them. HR will support people managers by ensuring that they have access to effective tools, processes, and professional HR advice and expertise; so that managers can further develop their capacity and confidence to deal with all people management issues.

We need to have visionary and ambitious leaders who can motivate the workforce to deliver services effectively in challenging times and managers who can develop teams to demonstrate flexibility, innovation, good decision-making and excellent customer service. Leading by example and generating confidence in the workplace.

## Priority 3

### Objective - Engagement, Reward and Wellbeing

The engagement strategy is guided by feedback received from staff and the Council is committed to listening to staff and fulfilling the commitments identified in the Engagement Strategy, the Equality, Diversity, and Inclusion Strategy which will build and promote greater engagement, equity, and support inclusion.

Our employee engagement survey tells us our employees care about the future of the Council and want to make a positive impact on society. They want the organisation to succeed and to bring their knowledge, skills, and experience to help make this happen. We are committed to giving our workforce every opportunity to make their contribution count.

Tackling inequality is a strategic aim and this isn't just an ethical imperative - evidence shows that organisations with a diverse range of people with different backgrounds and experience work more effectively.

Awareness and education are key to ensuring our staff are equipped with the knowledge and skillset to create an environment where all are treated equally, without bias, feel confident within their workplace and bring their whole selves to work. We will promote the positive behaviours we expect of all our people for an inclusive culture that is intolerant of discrimination, bullying and harassment.

We must be ambitious and work on a culture of inclusion that will value individuals' talent and their contribution at Medway Council.

The external environment is changing. Technology is revolutionising ways of working and creating requirements for different sets of skills, and the opportunity to work from different locations. The wider economy is also becoming more globalised, competitive and dynamic. The demand for scarce skills, such as social care, digital and planning, mean that experts in these fields have multiple employment options and can seek work nationally if not globally.

Medway Council can provide excellent opportunities for many professionals in a challenging and unparalleled environment. We have started to enhance our ability to attract scarce skills by providing structured career development, and opportunities to progress with an attractive reward offer. This means that we need to continue to review and build our reward offer that is able to compete more effectively with the external labour market for certain skills. Whilst in many ways we are ahead of the game with our Medpay review and total rewards package there is a need to constantly review this, due to financial constraints we do not always recognise effectively the acquisition of scarce skills and experience. There is limited opportunity for significant pay increases within pay bands to retain specific skills and experience. This can encourage more frequent movement with individuals changing roles or seeking promotion at the expense of building deep experience.

## IMPLEMENTATION

### **Action Plan:**

The Workforce Strategy sets out the strategic direction for HR in Medway for 2023 to 2028 focusing on the three key cross-cutting strategic HR priorities and the positioning of HR as a strategic driver.

The Action Plan setting out the steps necessary to deliver on these priorities and realise the associated outcomes is set out within this workable document, and focuses on actions required by the organisation.

All of the actions will commence over the lifetime of the Strategy. Some actions may, however, require a longer term focus which will carry them forward to the next iteration of the Strategy.

### **Leadership and Governance:**

The Strategic Improvement plan recognises that delivery requires strong collective leadership, shared ownership and sustained investment and commitment.

The implementation of the workforce action plan, which is a substantial change management programme in itself, will require a similar approach. Additional resource will be invested into the recruitment team, and further investment maybe required, for example within the Learning and Development budget and to focus of Equality, Diversity and Inclusion.

Oversight and directorate ownership of actions is required by the Corporate Management Team (CMT). This is furthermore necessary as it's a signal of the importance senior leaders at Medway Council ascribes to the implementation of the Workforce Strategy and recognises the importance role staff play in achieving our priorities.

Each strategic priority and the priority of positioning HR as a strategic driver will be led by the Chief Organisational Culture Officer and will have member oversight at the Employment Matters Committee. This committee will provide guidance and direction for the overarching Strategy. On occasions Business Support and Digital Overview and Scrutiny committee will provide further governance.

### **Review and Evaluation:**

Strategic priorities will be reassessed on a regular basis to ensure continued alignment with a changing external and internal environment. Implementation of the actions will be monitored and reviewed on an ongoing basis to ensure that intended outcomes are being realised.

A progress report will be published annually. A comprehensive review of the Strategy will be conducted after two years in operation to ensure that the challenges are being addressed and that strategic HR capability has improved across Medway Council.

## HIGH LEVEL ACTION PLAN

### Priority 1 Workforce 2028

#### Goal 1 - Strengthening Workforce Planning

No	Action	Start Date	Completion	Owner	Review
1	Agree on the methodology and tools the council will use to undertake workforce planning	Q3		HR	CMT
2	Strengthen workforce planning with data management, directorate partnering and engagement with teams to ensure resourcing requirements are met.	Q1	Ongoing	HR	HR
3	Complete review of the Medpay policy to align roles within the competitive market and to enable career progression and retention.	Q1 (pilot)	Ongoing	HR/CMT	Cohort 1 to launch Q3
4	Align talent management with strategic workforce planning which will facilitate staff development, upskilling for service needs and future proofing for the future.	Q3	Ongoing	HR	CMT in Q3
5	Extend apprenticeship placements as an effective early talent recruitment model.	Q1	Ongoing	HR/Finance	
6	Identify future skills requirements to meet the changing needs of the council and the digital environment through engagement and partnering with services on a regular basis.				ON HOLD
7	Continue to review and progress Gender, Ethnicity and Disability pay gaps. Focussing on unequal pay, uneven representation in different grades/roles and different points on pay scales.	Q3	Ongoing	HR	annual
8	Organisation Review - HR to lead relevant change initiatives identified as part of the planned Strategic Improvement Plan, including but not limited to senior structures	TBC	TBC	TBC	TBC

## Priority 1 Workforce 2028

### Goal 2 - Review and Improve Recruitment and Retention

No	Action	Start Date	Completion	Owner	Review
1	Review our internal recruitment process and their interaction with external process to improve the process and ensure timely placement of staff and a better onboarding experience.	Q2	Q3	HR/BC	Slipped to Q4
2	Ensure promotion and salary increases are consistent and policies and practices are responding to organisational need by continuous review and engagement with service areas and regular reporting to senior management.	Q2	On-going	HR	6 months in
3	Implement Recruitment training with a work towards value-based recruitment.	Q4	24/25	HR	TBC
4	Refresh the Recruitment Strategy and track data to inform decisions on staff hiring and channels to market.	Q3	Q4	HR	TBC
5	To regularly interrogate our attraction and selection data to monitor that we are attracting diverse candidates and are recruiting them.	Q4	On-going	HR	QTLY

## Priority 2 Enabling our people to develop

### Goal 1 - To develop and support our Managers

No	Action	Start Date	Completion	Owner	Review
1	Develop a modular programme based on a defined People Manager role. 8 cohorts.	Q1 23	Ongoing roll out and then part of an induction to leadership	HR/Finance and Legal	Staffing issues, delayed. First cohort Q3
2	Review and re-design performance and career conversations.	Q2	Q4	HR	In place for 24/25
3	Develop the Learning and Development Strategy and action plan.	Q1	Q3	HR	Annual
4	As part of the Medpay review, services to conduct skills audits of service areas to identify gaps and single points of failure to enable succession planning.	Q3	On-going	ALL	As and when
5	Identify and develop a Leadership Framework, linked to behaviours and competencies to ensure consistency and development of our senior leadership team	Q1	Q3	HR/working group	TBC
6	HR will use a case management approach to provide the necessary guidance and support for managers who are implementing Performance Improvement Plans to deal with under-performance.	Q2	On-going	HR	QTLY
7	HR will support managers to effectively work with staff on ensuring the right outcomes during the probation process for both parties and the organisation. HR will work to provide solutions to probation monitoring and assessment in a changing working environment	Q2	On-going	HR	QTLY
8	Develop and provide appropriate and timely attendance / absenteeism reporting, and case conferencing, to enable managers to deal with	Q2	On-going	HR	QTLY

	attendance management issues.				
9	As part of the new business partnering model, HR will extend the engagement and collaboration with business areas, staff and managers. This approach will aim to recognise and resolve issues, identify and source Work force solutions	2025 (after Medpay review)	Ongoing	HR	QTLY

## Priority 2 Enabling our people to develop

### Goal 2 - Support Staff

No	Action	Start Date	Completion	Owner	Review
1	Provide support, advice and assistance to staff in HR matters. Develop new approaches to communicate and inform staff of new HR support initiatives to enable our people to do their best work within the context of new working arrangements	Q1 24	Ongoing roll out and then part of an induction to leadership	HR	ongoing
2	Implement HR policies to ensure our people enjoy a positive working environment through the provision of awareness, education and support for our managers and staff e.g. family friendly, remote working, flexible working, equality, diversity & inclusion, wellbeing policies	Q1	ongoing	HR	ongoing
3	Continue to put in place the resources and supports for staff to attain their maximum career potential by the provision of opportunities in the areas of mobility, learning and development programmes, promotion and staff engagement.	Q1	ongoing	HR	6 monthly
4	Review OWOW guidance to support safe and productive working environments, implementing tighter remote working policies to guide and support our staff and managers in the transition to longer term remote/blended working during the transition with our HQ	Q1	2025	HR	Ongoing

## Priority 2, Enabling our people to develop

### Goal 3 - Optimism Accredited and Work-Based Learning

No	Action	Start Date	Completion	Owner	Review
1	Implement, promote and support mentoring for staff through the completion of the experienced leadership / management development programmes.	24/25	TBC	HR	Annual
2	Continue to develop the suite of training available through e-learning to complement other initiatives. Placing a stronger emphasis on the delivery of blended L&D options including virtual delivery methods, eLearning and face-to-face sessions.	Q1	On-going	HR	Annual
3	Continue to promote and extend the range of accredited learning through apprenticeships, where possible.	Q1	On-going	HR	Annual
4	Evaluate and analyse all learning undertaken to inform future planning, design and delivery, to ensure value for money for all L&D expenditure and to monitor outcomes for service areas.	Q1	On-going	HR	QTLY
5	Continue to deliver learning to support career development in the attainment of the competencies required for the current and future role.	23/24	On-going	HR	Annual
6	Identify and develop organisational job families, role deliverables, and career frameworks in order to ensure that the Council has identified all the appropriate learning as defined within the family.	Q4	25/26	HR	Annual TBC



## Priority 3 Engagement, Reward and Wellbeing

### Goal 1 - Increase levels of staff engagement

No	Action	Start Date	Completion	Owner	Review
1	Promote the participation in, and address the outcomes of, the Employee Engagement Survey annually via the Employee Engagement Strategy and action plan.  Consult staff representative groups.  Promote and showcase best practice employee engagement with staff and management.	Q2	On-going	HR Comms	Annual
2	Develop a framework to promote well-being and support staff in the areas of physical health, mental health and emotional health; informed by the output of the Mental Health and Wellbeing project.	Q3	QT4	HR/ PH	Annual
3	Review existing engagement and innovation processes to increase participation of all grades / locations across the Council.	Q3	On-going	HR Comms	Annual
4	Work to improve the informal, and formal, industrial relations mechanisms in the council including consultation with unions on relevant sections of the employee engagement Action Plan.	Q1	On-going	HR	Annual
5	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.	Q1	On-going	HR	Annual
6	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.	Q4	On-going	HR	Annual

7	Develop an effective communication and stakeholder engagement plan to embed the new values and shape our culture going forward.	Q4	QT1 24/25	HR Comms	6 monthly
8	Continue to develop elements of our Employee Value Proposition (EVP) and regularly engage with the workforce to measure accuracy.  Update the People Promise with new core values once agreed.	Q1	On-going	HR Comms	Annual

### Priority 3, Engagement, Reward and Wellbeing

#### Goal 2 - Support Equality, Diversity, and Inclusion

No	Action	Start Date	Completion	Owner	Review
1	Review and revise the councils Equality, Diversity and Inclusion Strategy.	Q1	Q3	HR/EB	On hold as a draft
2	Develop a framework and action plan to promote and support equality, diversity, and inclusion in the workplace, first focus on ethnicity.	Q1	Q3	HR	Annual
3	Propose, plan and implement a number of education and awareness events to highlight diversity and inclusion themes to foster an open, positive, inclusive, and supportive workplace culture.	24/25	Q4	HR	Annual
4	Undertake a review of the process to ensure provisions and processes are in place to increase confidence in the reporting process for bullying and harassment concerns, and ensure all employees understand their personal responsibility under the Equality Act 2010, and consider the effect of their actions on others.	Q4	Q4	HR	Annual
5	Provide leaders and managers with annual equality data, identifying trends and aligning the strategy to areas of focus.	Q4	On-going	HR	Annual

6	Review access to work process and use of the disability passport.				
7	Review and set our Equality Objectives and publish information to show compliance with our duties under the Public Sector Equality Duty.	Q1	Q4	HR	Annual