

PEOPLE STRATEGY ACTION PLAN 2021 - 2025

		Year 3 Actions (to 31 March 2024)	Progress against actions at July 2023	Progress against actions at October 2023	Progress against actions at January 2024	Progress against actions at April 2024	
1	Employees recognise that the Council cares about their mental and physical health and wellbeing	1 Develop a mental health at work plan aligned to the core standards of the Mental Health at Work Commitment, with involvement of staff.	Staff have been invited to join a focus group to help develop the plan.	The focus group has met twice and contributed to the development of the plan.	The focus group has now met three times and concluded their input into the mental health at work plan. One of the actions identified by the group was to have a periodic newsletter focussed specifically on mental health. This was launched on 18 December.	The mental health action plan has now been developed and includes a range of existing provisions as well as actions to undertake.	
		2 Implement actions arising from the review of working practices within refuse and grounds maintenance, designed to reduce risk of musculoskeletal injury.	The report has been received from external consultants and is in the process of being finalised.	Discussions are taking place with relevant managers on implementing the recommendations within the report.	Recommendations taken on board and responded to.	Complete.	
		3 Provide further education/information to staff on the menopause	A provider of a menopause awareness has been identified and an event will be co-ordinated for later in the year.	We are currently exploring dates and considering events early in the new year.	This will be part of a series of events focussed on "Living a Healthy Life" scheduled for January 2024.	The 'Living a Healthy Life' event took place in January including a series of activities and events across both Queen's Buildings and Carlton Forest. This included pilates, body MOTs, sessions on the menopause, and other areas of health promotion (copy of timetable attached).	
		4 Introduce welcome gifts for new staff focussed on physical and mental wellbeing.	Welcome gifts have been implemented focussed on wellbeing. Staff can choose from one year's membership to the National Trust, English Heritage or RSPB, 15 free activity sessions at the Council's leisure centres or golf club, or if they want to contribute to the natural environment they can choose to have a sapling planted, or 12 young whips.	Complete.	Complete	Complete.	
		5 Promote the Westfield Healthcare scheme to staff to encourage take up and usage.	Promoted in staff newsletter 12 May with focus on the 24/7 advice and information line, availability of counselling sessions, and the Westfield app. 19 and 26 May promoted again with focus on Westfield Rewards and the Doctorline. 2 June - focus on acupuncture. 9 June - focus on Best Doctors.	Promoted in staff newsletter 25 August including, counselling service and 'My Healthy Advantage' app. Promoted again 8 September with focus on 24/7 advice and information line. Promoted 18 September with focus on 'Doctorline'.	Promoted 25 September (Westfield Rewards), 2 October (acupuncture treatment), 9 October (Best Doctors), 16 October (chiroprody), 23 October (chiropractic), 30 October (consultation benefit), 6 November (dental accident and Westfield Rewards), 13 November (dental benefits), 20 November (gym discounts), 27 November (homeopathy), 4 December (optical benefits), 11 December (osteopathy), 18 December (physiotherapy)	2 January (MRI, CT and PET scans); 8 January (chiroprody benefit); 15 January (chiropractic benefit); 22 January (consultation benefit); 29 January (dental accident benefit); 5 February (dental benefit); 12 February (discounts on gym memberships, digital fitness subscriptions, and equipment); 20 February (homeopathy); 26 February (optical benefit); 4 March (osteopathy); 12 March (physiotherapy); 18 March (MRI, CT and PET scans).	
		6 Track mental health-related absences on a monthly basis to identify any trends for further investigation.	Mental health absences are now being reported separately and tracked.	Ongoing, and reported to Overview and Scrutiny on a regular basis.	In place and ongoing.	In place and ongoing.	
2	Employees are encouraged and supported to develop and maintain a healthy lifestyle	7 Review the Sickness Policy and Procedure.	A review has commenced through the Policies Working Group. Attached is a list of activities and initiatives promoted to staff during April - June 2023.	Review complete and on the agenda for October JEC. Attached is a list of activities and initiatives promoted to staff during July-October 2023.	New Sickness Policy and Procedure agreed at Cabinet November, launched 1 December accompanied by training for managers which ran during December. Attached is a list of activities and initiatives promoted to staff during October to December 2023.	Complete. Attached is a list of activities and initiatives promoted to staff during January to March 2024.	
		2 Launch the cycle to work salary sacrifice scheme.	Work is nearing conclusion to be able to launch the new scheme.		New scheme launched with roadshows at Carlton Forest and Queen's Buildings during November and December. Five confirmed sign-ups with two pending.	A further roadshow took place on 21 March. Nine staff have now signed up to the scheme.	
		3 Hold a "Living a Healthy Life" event for staff with the aim of educating on reducing risk of developing serious illnesses	Discussions are taking place with Public Health to identify what support they can provide to this event.	Public Health have confirmed they will provide support through ABL, we are currently exploring dates for early in the new year.	This will be part of a series of events focussed on "Living a Healthy Life" scheduled for January 2024.	Complete.	
		4 Promote discounted gym membership to staff.		Promoted to staff in the newsletter 25 September. Posters being developed for noticeboards to target staff who don't routinely see the newsletter.		Complete.	
		3 Staff feel valued, that they have a voice and are listened to	1 Provide feedback to staff on the performance management survey undertaken earlier in the year.	The survey is currently being analysed.	Analysis is nearing completion with a report being finalised.	Survey now analysed and presented to CLT, trade unions, Leader, Bassetlaw Managers Forum. Session to be organised for staff feedback. The outcomes dovetail with those from the peer review and will be used to inform the Council's response.	Complete. A staff communication session has been set up for May 2024.
			2 Introduce staff communication sessions to encourage two-way communications.		Staff communication session will be arranged in regard to the vision and corporate plan.	Staff communication session will incorporate the PM survey as stated above.	Feedback was obtained at the Bassetlaw Managers' Forum on 21 February and a protocol is being developed to provide a structure for the process to work.
4	Staff feel empowered and trusted - clear about their role and how this relates to the Council's priorities	3 Encourage senior managers to go back to the floor and meet with/shadow staff.		Development of a process to capture these events will be undertaken by the new graduate recruited under the National Graduate Development Scheme, due to start October.	Meeting has taken place to discuss the approach following which work will now commence.	Complete.	
		4 Conduct an annual employee survey.		Timetable being developed for launching the survey.	Employee survey launched, closed 15/11/23, analysed and is the subject of a separate report to JEC.	Complete.	
		5 Ask staff for feedback to shape this action plan for the the next period			Feedback captured through the various surveys undertaken during the year will be used to inform the action plan for the next period.	The action plan is currently being worked upon in light of feedback from staff.	
		6 Develop flexible options for pay and reward designed to recognise, reward and retain talented staff, whilst complying with equal pay legislation.	A policy on accelerated increments has been developed and is on the agenda for July JEC.	Policy was approved by Cabinet in September.	COMPLETE	Complete.	
		1 Continue with the review and simplification of job descriptions and person specifications to focus on purpose.	This is ongoing.	Ongoing.	Ongoing.		

		Year 3 Actions (to 31 March 2024)	Progress against actions at July 2023	Progress against actions at October 2023	Progress against actions at January 2024	Progress against actions at April 2024
		2 Complete the review of the onboarding experience for new staff and identify and implement improvements.	The survey of new staff is currently being analysed. Some improvements have been made including clarifying roles and responsibilities within the onboarding process.	This work has been paused pending the conclusion of the performance management survey, but is due to recommence in September.	Work has recommenced with meetings to map out the end-to-end processes and a further survey of new staff who joined since the last one was completed. This will inform changes to the current processes.	Work is continuing on the onboarding review.
		3 Develop a set of meaningful values that promote consistent and authentic behaviours and support a positive organisational culture.	Draft values have been developed in consultation with managers, and will be considered at July Cabinet.	Draft values are currently being consulted on, prior to finalising them.	Values are due to be consulted on with members during January 2024.	Values have been approved at Cabinet.
		4 Engage with managers to develop a clear identity for the Bassetlaw Manager aligned with the Council's vision and values.	Work has been undertaken with the Bassetlaw Managers' Forum and an external provider is being commissioned to provide a series of events focussed on resilience and effective management.	The first of the sessions focussing on resilience and effective management is scheduled for 28 September, and these will continue through 2024.	Further work has been undertaken with the Forum to consider desired behaviours as part of establishing a Bassetlaw Employee framework, and this will then be built upon in terms of the Bassetlaw Manager framework.	The desired behaviours have been worked on further with manager behaviours being developed, for further consideration at the next Bassetlaw Managers' Forum in May.
		5 Review and improve the exit experience for staff.	A new exit questionnaire/framework for exit interviews is being developed.	Exit questionnaire/framework has now been developed and implemented.	COMPLETE	Complete.
5	Employees have the support of the organisation to work flexibly, according to the job role, so they can excel in delivering services whilst maintaining a good work life balance	1 Promote the annual leave purchase scheme.	This has been promoted earlier in the year with 44 employees choosing to purchase additional annual leave.	5 more purchases this quarter making a total of 49 employees to date.	The revised scheme has been promoted to staff in respect of the new leave year 2024. 47 approved requests have been received to date.	Complete.
		2 Review the effectiveness of the flexibility incorporated into the interim Annual Leave Purchase Scheme for 2023, with a view to determining whether this should be adopted moving forwards.		The interim process has been reviewed and a recommendation to implement the changes in the main scheme is on the agenda for October JEC.	COMPLETE	Complete.
		3 Conclude the review of the Hybrid Working Policy.	The interim appraisal process includes questions about hybrid working to inform this review.	This section of the survey is being analysed.	The analysis is almost concluded and will be finalised in January.	Complete.
		4 Undertake a review of the Work-Life Balance Agreement.				Work has commenced and will be the subject of a report to the next JEC.
		5 Complete the change to the annual leave year to commence from 1 January 2024, in response to staff feedback.	System changes have been made in readiness for the change.	Complete.	Complete	Complete.
6	All staff value each other's contributions to processes which are understood, transparent and effective	1 Conduct service improvement reviews supported by HR.	The onboarding review is being undertaken using service improvement principles.	Ongoing.	Ongoing.	Ongoing.
		2 Document the reviewed processes to ensure clarity and consistency and provide training aids				Work is being undertaken alongside the reviews to document the process.
		3 Introduce "Enable Now" technology to create procedure notes and aid training and consistency		Plans are in place to launch within HR first to capture benefits and training notes.	Support was given to Anti-Social Behaviour team to enable capture of key processes.	Enable Now is being discontinued by the provider, as such the team is looking at alternative options.
		4 Introduce a team overview available to all staff to help understand the purpose of each team				Work is underway, with information being gathered from each service area.
7	Employees are given opportunities to learn and develop existing and new skills that improve opportunities for progression and career development	1 Continue to develop a "grow our own" approach to professional roles with a defined budget		Exploring options within Legal Services for two positions. Apprenticeship role created within Finance.	Two positions established within Legal Services aimed at growing our own. Discussions taking place regarding opportunities within Finance.	Option of a higher level apprentice being considered in Finance and a higher level apprentice has been established within People and Culture.
		2 Introduce at least two opportunities for professional learning under "grow our own", with particular focus on areas of skills shortage			COMPLETE	Complete.
		3 Engage with the National Graduate Development Programme with the aim of hosting a graduate during 2023-25	We have successfully recruited a graduate under this scheme and are liaising with the scheme providers to establish a start date.		George Wilkinson started with the Council in October commencing with work on the boundary review.	George has completed work on the boundary review and has moved onto his second placement within Growth and Enterprise Team.
		4 Develop further e-learning courses for staff using the learning management system.			Advanced data protection, and conflict resolution e-learning added to the course calendar.	New courses being reviewed for suitability including: Domestic Abuse, Prevent, and Modern Slavery. Not progressed further as yet due to higher priority work.
		5 Review and update the secondment policy	The policy is currently under review.		Not progressed further as yet due to higher priority work.	Work.
		6 Review the budget management system for the training budget with a view to increasing flexibility and reducing administration, making it easier for reallocation of budget through the year (potentially increasing training opportunities)			Initial review has taken place with options being considered.	A corporate training course calendar is being developed to improve take-up of popular training, and a new scheme being developed to enable immediate booking of non-costed training, which should speed up management of costed training.
8	Development conversations inform future workforce planning	1 Conclude the review of the Council's current performance management methods.	The survey is currently being analysed.		Survey now analysed and presented to CLT, trade unions, Leader, Bassetlaw Managers Forum. Session to be organised for staff feedback. The outcomes dovetail with those from the peer review and will be used to inform the Council's response.	Actions identified and contained in the Corporate Peer Review action plan, and will also feed into the People and Culture service plan.
		2 Establish a baseline of staff development aspirations arising from information provided during the interim appraisal for 2023/24.		The appraisal process was extended to 31 August and analysis of development aspirations will commence once the performance management survey analysis is completed.	The analysis of development aspirations has now been concluded	Complete.
		3 Develop a staff development programme informed by the interim appraisal process			The above analysis will be used to inform design of a process to ensure we can map out development plans and succession plans.	Information is being used to develop a new talent management process.
		4 Redesign the appraisal process in light of the performance management survey undertaken during 2023.		This is currently in progress informed by the performance management survey.	New appraisal policy on agenda for January JEC.	Appraisal policy approved at Cabinet and will be rolled out this year.