



Action plan

Staff Survey 2024

April 2025

Introduction

Following the completion of the employee survey in October 2024 a feedback report was received from South East Employers including a list of recommendations for consideration to enable the development of a people strategy. The report also included key observations from the survey and comments from the focus groups and the ideas wall.

As we have done previously, our intention is to publish an action plan to share with staff. For any survey to be credible and to encourage better participation in any future survey it is imperative that staff can see that comments or issues that they raise have been considered and where possible action has been taken.

This document outlines associated actions, timelines, and tracks progress towards implementation of the recommendations. Included within this action plan are corporate actions – where issues have been raised within more than one service area and additional service actions which are identified as being from one particular service area.

It is acknowledged that the staff survey took place prior to the announcements on devolution by the Government, the associated actions which form part of the People Strategy have been reviewed to ensure that any listed can be achieved within a two-year timeframe.

The actions with the ‘Tree’ at the end of the table represent actions related to the People Strategy.

Corporate Issues

These are issues identified by more than one service area.

No	Recommendation	Associated actions		Timescales	Owner
1	<p>Bullying and Harassment</p> <ul style="list-style-type: none"> 7% have been subjected to bullying in the last 12 months. 26% have experienced inappropriate behaviour by members of the public. 60% are confident that if they experienced inappropriate behaviour by colleagues that it would be dealt with appropriately. 	1.1	Revised Bullying & Harassment policy which includes Sexual Harassment	Already launched	HR Advisory
		1.2	Training provided / offered to managers via Brief Bite session	Feb, March and April then ongoing	HR Advisory
		1.3	Increased HR presence at Depots	Monthly visits and ad hoc as required.	HR Advisory
		1.4	Designated page on Forestnet with useful links	Completed	HR Advisory
		1.5	Develop and launch a behaviours framework and tools to support implementation, including develop and launch a refreshed staff recognition scheme. Light touch option could be how colleagues and managers recognise each other. A more involved programme would be beneficial but may not be realistic	Launch in Sept 2025	HR / Transformation

		1.6	Warning Marker notifications to be reviewed to ensure red flags are known.	May	H & S	
		1.7	Create an anonymous reporting tool supported by posters with QR codes.	May	HR Advisory	
2	<p>Learning and Development</p> <ul style="list-style-type: none"> 67% felt that they had the training required to perform their current duties It is felt that there is an inconsistent offer of training and development opportunities. 31% felt they could see a career path for themselves at NFDC. 39% felt there are training and 	2.1	Create leadership and management competency framework and develop learning opportunities to support leaders and managers to reflect upon and achieve competencies and bring our values and behaviours to life.	Develop end 2025, learning opportunities 2026.	HR / Transformation	
		2.2	Additional corporate resource required to help managers in identifying and coordinating learning opportunities available	Recruited and started April 25	HR / Transformation	
		2.3	Create a learning hub. To include a menu of opportunities, detailed guidance for staff on learning and development opportunities and process to access and record.	Ongoing	HR/Transformation	

development opportunities to support them achieving their ambitions or progressing their career	2.4	LMS system to provide better data including training attended, mandatory course matrix and research and increase optional e-learning opportunities	Ongoing during 2025/6	HR	
	2.5	Continue to utilise and enhance coordination and management for successful apprenticeships and other development opportunities for existing staff, new recruits and hard to fill roles. E.g. young authority of the year, DCN management programme, projects.	Ongoing	HR / Learning Co-ordinator	
	2.6	Develop a menu of targeted learning opportunities for different staff groups, for example a people managers essentials programme for first line chargehands and supervisors. Learning needs to be identified via skills audits and identification of staff personas.	Ongoing	Managers / HR / Learning co-ordinator	
	2.7	Provide coaching, mentoring, buddy and shadowing opportunities. To include training in coaching and mentoring, guidance for buddying and shadowing, a hub of information on sharepoint to show opportunities available and contact details.	April 2026 onwards	HR / Learning Co-ordinator	

		2.8	Develop an organisational change management approach and toolkit to include tools, templates, guidance	Create and launch by end September 2025. Continue to develop throughout 2025 / 6	Transformation	
		2.9	Establish core transformation competencies and create learning opportunities to upskill where needed. Likely to include self awareness, managing change, customer service, systems thinking, co-production.	Launch by end 2025, learning opportunities delivered throughout 2026.	HR / Transformation	
		2.10	Implement a 'Digital Skills for all' programme	Autumn 2025 onwards	ICT / HR / Working Group	
3	Wellbeing <ul style="list-style-type: none"> 77% can strike the right balance between work and home. 67% felt that NFDC takes the mental health and wellbeing of its staff seriously. 79% felt that their managers / supervisors 	3.1	Away space being created at ATC and promoted on Forestnet	April 25	HR Advisory / Facilities Team	
		3.2	Wellbeing walks offered at other locations	First walk at MLD already held	HR Team	
		3.3	Better promotion of the EAP, counselling service and Able Futures.	Ongoing	HR Advisory / Engagement Officer	

	<p>care about their wellbeing.</p> <ul style="list-style-type: none"> 80% felt their colleagues / team care about their wellbeing. 77% knew where to get wellbeing support at work if needed. 	3.4	Identify ways to raise the profile of the Wellbeing Champions	2 more wellbeing Champions trained	HR / Wellbeing Champions	
		3.5	Create Behaviours Framework as detailed in 1.5	September 2025 launch	HR / transformation / Change Champions	
		3.6	Support and promote staff led social events with internal communication and engagement.	During 2025 / 26	Engagement Officer	
4	<p>Communication</p> <ul style="list-style-type: none"> 64% felt well informed about things that affect them at work. 66% agree that they receive the right amount of information about what is going on at the council. 66% feel they receive the information they need to do my job well. 	4.1	New Engagement post agreed to support People Strategy and ongoing LGR messaging.	Recruitment in June	EMT	
		4.2	Create new and develop existing peer forums / staff networks / learning circles / collaboration cafes (both diversity and role related).	Ongoing	HR Advisory / Transformation	
		4.3	Identify ways to encourage staff to complete future staff surveys and to have confidence in the processes to protect confidentiality and anonymity		Managers / Engagement Officer	
		4.4	Continue with Chief Executive briefings as these are well received by staff.	Ongoing	Chief Executive / Communications	

		4.5	Review, enhance and measure internal communication and engagement channels, media, purpose and messaging. To include content creation (corporate presentations, written briefings etc), a clear plan of campaigns which run aligned to the people strategy, with appropriate staff surveys to test engagement and identify new actions. To include a regular campaign to raise awareness of wellbeing resources.	Review and recommendations complete by end 2025	Engagement Officer	
		4.6	Enhancement of staff Intranet – to ensure content is accessible and engaging in line with 4.5 above	During 2025	Engagement Officer	
5	Confidence in Leadership <ul style="list-style-type: none"> 47% felt that managers listened to them. 56% felt there is strong leadership from SLT 	5.1	Continue with Chief Executive briefings as these are well received by staff. As per 4.4.	Ongoing	Chief Executive / Communications	
		5.2	Identify and promote opportunities to enhance visibility of senior managers i.e staff groups.	Ongoing	Leadership Team /Engagement Officer	
		5.3	Ensure our behaviours are embedded by recognising successes as well as identifying behaviours which are not in line with our values in line with 1.5.	Ongoing	Managers / Leadership Team/ Transformation / HR	

		5.4	Ensure managers are visible and accessible. This will be in line with the behaviours framework once it is launched.	Ongoing	Managers / Leadership team	
6	<p>Reward and Recognition</p> <ul style="list-style-type: none"> 62% say they are praised and recognised for good work. 43% agree they are paid fairly for the work that they do. 61% felt that their job was rewarding and enjoyable compared to other jobs they have done in the past. 	6.1	Consider ways to recognise and celebrate team / individual achievements. Develop and launch refreshed Staff recognition scheme.	Launch by end 2025 Then ongoing	HR / Transformation	
		6.2	Promote with managers the importance of recognition – delivered through the behaviours framework (see 1.5, 2.1 and 6.1)	Sept 25 onwards	HR / Transformation	
		6.3	Ensure the performance review process encourages individual recognition of contributions (as detailed in 6.1 above).	By 2026	HR / Transformation	
		6.4	Ensure staff in Corporate services are recognised for their contribution to the corporate plan.	By Sept HR Review 24/5	Leadership Team / Managers	
7.	Recruitment and Selection	7.1	Improve transactional HR processes, including recruitment and internal job moves. Create more guidance and information to support people to self-serve to reduce HR contacts for highest volume enquiries. Add	Ongoing	Leadership Team / HR / Transformation	

			behaviours (1.5) to candidate pack.			
8.	<p>Performance Management and Team Development</p> <ul style="list-style-type: none"> • 28% have not had a performance review in the last 12 months. • 19% have a team meeting less than quarterly or irregularly. • 28% have daily check ins or weekly team meetings. • 11% have meetings with their manager 	8.1	Review and update appraisals and 1:1 processes to include behaviours framework and better support personal development planning, allowing for a flexible approach as we navigate change. To include clear guidance, training, and recording expectations.	Review and update in Autumn 2025 ready for use in appraisals for 2026.	HR / Transformation	
		8.2	Consider wider team meetings to allow for better communication and staff involvement.	Ongoing	Leadership Team	
		8.3	Where necessary provide refresher training to managers / supervisors on how to conduct appraisals. Consider HR Brief bite or elearning options.	Brief Bite set up	HR	
		8.4	Encourage staff to make improvement suggestions through team meetings	By September	Managers / Leadership team	
		8.5	Make space for recognition at team events/meetings. Consideration to be given to creating a team meeting template to include standard	By September	Managers	

			items such as recognition or improvements.			
		8.6	Ensuring that 1-2-1's have structure and are valuable to employees in line with 8.1 above.	Ongoing	Managers	
		8.7	Demonstrate a true commitment to performance management in line with 2.1 by developing leadership competencies.	By December 25	HR / Transformation	
		8.8	Improve workforce data quality and create service dashboards to support baseline measurement and empowerment of managers, as well as be devolution ready.	By December 2025	HR / Transformation	
9.	<p>Working Conditions</p> <ul style="list-style-type: none"> 63% considered the work life balance/flexibility in working hours was a benefit. 78% felt they had the freedom to work in a way which suited them to achieve their objectives. 	9.1	Concerns over future office working arrangements This may be linked to LGR. Good communications will be required to ensure staff are kept informed.	Ongoing	Engagement Officer / Leadership Team	
		9.2	Consider improvements to current working conditions including cleanliness in some areas.	July 25	Facilities	

	<ul style="list-style-type: none"> 65% felt they had the right equipment, tools and resources to do their job properly. 	9.3	Staff facilities such as vending machine to be considered.	By July 25	Facilities				
10.	Staff Suggestions								
	<ul style="list-style-type: none"> 70% felt they have opportunities to make suggestions or contribute ideas to improve our services / the way we work. 					10.1	Encourage verbal suggestions through the team meeting structure. Links to 8.4 and 8.5 above	Ongoing	Managers
	<ul style="list-style-type: none"> 49% felt that any suggestions or comments they make are listened to. 					10.2	Review how suggestions can be encouraged at operational depots	September 25	Engagement Officer
		10.3	Refresh the corporate suggestion scheme	December 25	Engagement Officer				

Service Issues

In addition to those issues included in the corporate statements above there are a number of issues which relate to our depots. In particular there is a feeling that opportunities and facilities provided to office based staff are not available to those that work in our depots.

No	Recommendation	Associated actions		Timescales	Owner
1	Depot Facilities	1.1	Review of parking- Guidance to be issued. Alternatives such as car share and cycling to be promoted in the short term.	July 25	W & T Service Manager
		1.2	Provision of lockers for staff – now provided at Hardley	October 25	W & T Service Manager
		1.3	Improved cleaning regime	October 25	Street scene
		1.4	Improved wash down facilities	October 25	W & T Service Manager
2	Learning and Development Opportunities at Depots	2.1	Ensure learning and development opportunities are provided and undertaken	Starting May 25	HR / Transformation 
		2.2	Ensure access for all staff to the LMS system	October 2025	ICT / HR / working group
3	PPE Quality	3.1	Contract retendered and feedback shows improvement.	Completed	W & T Service Manager

		3.2	Review the quality of PPE provided in 6 months time.	Completed	W & T Service Manager	
4	Communication at non ATC sites	4.1	Ensure effective and timely communication of corporate messages	Ongoing	Engagement Officer	
		4.2	Consider renaming of Tool box talks to be Team Meetings	From April 2025 onwards	Operational Managers within Depots	
		4.3	Ensure all staff have access to Forestnet.	October 25	ICT / HR / Working Group	
		4.4	Ensure that social / informal events are equally available to those working at depots.	Ongoing	Managers	
		4.5	Consider ways to create a one organisation culture. Several different elements of the People Strategy will be working towards this.	December 25	Engagement Officer	
		5	Income Opportunities	5.1	Consider whether an MOT lane would be suitable.	December 25
6	Staff Suggestions	6.1	Need to create encouragement and opportunity for this to happen specifically at operational depots.	December 25	Engagement Officer	
7	Wellbeing	7.1	Wellbeing walks extended to include depots. First MLD walk already held	October 25	HR Advisory	

		7.2	Team engagement to understand what activities would be welcomed.	October 25	Managers / Engagement Officer
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