

HR Checklist: action points for 2023 planning

The following checklist aims to help you to identify which human resources and legal issues are currently of most relevance to your business, so you can refine your strategic plans for 2023. We hope these questions will be useful for strategising steps you could take to maximise the efficiency of your operations in the new year.

Day-to-day HR issues		Check
1.	Would you benefit from a full review of your Employment Handbook to check that your policies and procedures are up-to-date and legally compliant? For example, have you reviewed your attendance management, disciplinary, grievance, equality, anti-bullying and harassment, whistleblowing, family-related leave and holiday policies recently? For details of how we can support you with a thorough review of your HR handbooks and policies (available at a discounted price if purchased in January), please email us .	
2.	When was the last time you conducted a full review of your standard terms and conditions of employment (as well as any standard contracts you use to engage workers and self-employed contractors)? Do you need to check they are still fit for purpose and in accordance with current legal requirements and best practice?	
3.	Are you clear about your obligations as regards right-to-work checks? Have you considered attending Make UK's Right to work webinar ?	
4.	Do you need to review your recruitment and induction processes for new joiners?	
5.	Have you recently reviewed your compliance with the UK GDPR requirements for gathering, processing and storing employee personal data, including health data and other special category data? Do you need to review your employee privacy notice and other GDPR compliance documentation to ensure that they cover all of your current data processing activities? Have you considered accessing Make UK's HRL Resources on Employee data and monitoring and/or purchasing our GDPR essential document pack ?	
6.	Have you signed up to attend Make UK's next Employment Law Update ? These free sessions provide delegates with an update on key case law from the past six months as well as insight into what legislative and policy changes are on the horizon for employment law this year. (See here for our initial thoughts on likely developments.)	

Employee wellbeing, inclusivity and engagement		Check
1.	Have you taken active steps to promote a positive message around employee wellbeing? What resources do you have in place to support the wellbeing of your staff (from a mental, physical and financial perspective)?	
2.	Do you need to review/upgrade your occupational health resources?	
3.	Have you reviewed your policies recently in light of how working attitudes and practices have evolved since the Covid-19 pandemic (for example, have you conducted health and safety risk assessments for home-workers)?	
4.	Do your managers know how to support disabled employees? For example, are they confident in managing attendance where an employee's disability results in them having increased absences from work? Do they know how to handle requests for reasonable adjustments? Would they benefit from further training in this area? You can speak to your Make UK adviser for guidance on any of these issues and to find out what training and other support we can offer.	
5.	What support do you provide to employees who are affected by the menopause? Do you have a menopause policy and would your workforce (in particular, line managers) benefit from menopause awareness training? See our HRL Resources on Menopause at work and/or speak with your Make UK adviser for information about how we can help.	
6.	Do you have a flexible working policy that is robust but fair? Do your managers need refresher training on managing flexible working requests (in particular, how to do so fairly)? Are you aware that the Government is proposing changes to the current flexible working legislation?	

7.	What support do you currently provide to transgender employees? Have you delivered transgender awareness training to your wider workforce and management team? For information about how Make UK can help you to train your staff on transgender awareness, email us .	
8.	What support do you currently provide for neurodiverse employees? For information about the neurodiversity training Make UK can provide, email us .	
9.	Have any recent employee grievances involved harassment or bullying of any kind? Or have the results of your most recent employee engagement survey given you any cause for concern in this area? Do you need to review your anti-bullying and harassment, disciplinary and social media policies to ensure that they clearly set out your stance on such behaviour, e.g. including how you will tackle any incidents of cyberbullying and improper use of social media? Do your staff need training on your expectations in this regard?	
10.	How will you manage any conflicts within the workforce? Have you considered using mediation?	
11.	Do you know your obligations with respect to gender pay gap reporting and will you be ready to submit your data by the relevant reporting deadline (31 March 2023 for public sector organisations and 4 April 2023 for private organisations)?	
12.	Do you have a works council or any other employee representation body/forum? Have you considered how effective this has been and whether it could be better used in the future?	
13.	If you undertook an employee engagement survey last year, will you publish those survey results and communicate to your staff the steps you are taking in response to the comments you received?	
14.	How will you monitor employee engagement moving forwards?	

Learning and development		Check
1.	Have you reviewed your training and development needs recently? Have you considered up-skilling your workforce to make your business more likely to survive potentially challenging times ahead?	
2.	Do you need to help your employees to build their personal resilience in the workplace?	
3.	Do you need to review how effective your employees are at time management? (This is especially important if you have a reduced workforce or are planning a future reduction.)	
4.	Do you need to make changes to your annual performance review process?	
5.	Do you have any employees who are under-performing? Do your managers know how to deal with this, or do you need to consider training them on performance management?	

Financial considerations including collective pay issues		Check
1.	Do you need to review your benefits and reward package (including current provision in relation to pensions)?	
2.	Have you identified and costed the implications of the cost-of-living/energy crisis for your particular business and are you introducing/have you introduced any measures to support your employees through these challenging times?	
3.	Are you facing increasing pressure from employees with respect to pay (including collective pay negotiations and potential strike action)? Make UK can support you with managing collective bargaining negotiations as well as trade union industrial action and disputes (please email us to find out more about how we can help and/or see here).	
4.	Have you considered the impact of the April 2023 increases to national minimum wage rates on your bottom line? Have you got a plan in place for how you will manage any consequential pay increases for other staff to maintain a graduated pay structure going forwards? For further information, see Current Rates and Limits in Make UK's HRL Resources.	
5.	Do you need to take immediate action to save money? What are your priorities in this regard? Should your business change direction to survive new operating conditions? Are there any quick wins?	

6.	Are your suppliers and partners likely to remain solvent?	
7.	Have you applied for and obtained any relevant grants or funding? Are there limitations to how these grants/funding can be used?	
8.	Do you need to review your employers' liability insurance, for example to check that it covers employees working from home?	

Potential restructure of the workforce		Check
1.	Do you need to streamline some of your processes due to a downturn in work or increased costs arising from the current energy/cost-of-living crisis? If you will need fewer people, do you know how to reduce your headcount while complying with the law? Would you benefit from accessing the Make UK HRL Resources on Redundancies ?	
2.	Even if you think that redundancies should not be necessary, do you need to conduct a review of your business structure to identify other ways of reducing costs?	
3.	Would changes to your employment terms and conditions help to reduce costs in the medium to long term? If so, are you familiar with the process you should undertake to change employee terms and conditions? Keep in mind that making unilateral changes could result in employees claiming unlawful deductions from wages and/or constructive dismissal, so seeking employee agreement to any changes is usually the safest approach. See the Make UK HRL Resources on Changing employment terms and conditions .	
4.	If you are considering redundancies, which of your roles can you manage without? Do you need all your shifts or office locations? Have you considered possible alternatives to redundancy?	
5.	Do you need to file an HR1 form and conduct statutory collective consultation (i.e. where 20 or more redundancies are proposed at one establishment within a rolling 90 day period)? Be aware of the risks of failing to comply – namely, criminal offence for failure to file an HR1 and protective awards of up to 90 days' gross pay per employee for failure to consult.	
6.	How will you conduct redundancy consultation? If collective consultation is needed, who are the appropriate representatives and will you need to hold elections? For both collective and individual consultation, how will you overcome any logistical challenges that arise as a result of employees not being in the workplace (e.g. if they are off sick or working from home)?	
7.	If your redundancies will involve selecting employees from a pool, how will you identify the appropriate pool of employees and how will you undertake selection? Do you have appropriate objective selection criteria in mind? Do managers require training on how to conduct selection fairly?	
8.	Do you have a company redundancy payments scheme? Is it contractually binding? Are payments under it affordable bearing in mind the number of redundancy dismissals you need to make?	
9.	What support can you offer to 'at risk' employees to help them find a job somewhere else? For details of how we can help, see here .	

Workforce planning for longer term sustainability		Check
1.	Consider who you should include in your strategic planning meetings when looking at long term sustainability (for example, which members of your management team should be included).	
2.	Draw up a strategic plan, which focuses on long term sustainability in your business.	
3.	If appropriate, carry out a company-wide skills assessment, which focuses on current and future business needs.	
4.	Do you need to consider implementing different ways of working moving forward?	
	- Have you reviewed what technology is available to help you work smarter in future?	

	- Will you require all of your current office space?	
	- How can you maximise the efficiency/productivity of your site?	
5.	Have you identified 'key roles' within the business and put in place a succession planning programme?	
6.	Do you need to undertake a job analysis to identify the roles you require for the future (which might involve re-shaping existing roles)?	
7.	Should you undertake a job evaluation and pay benchmarking process to ensure you are paying salaries in line with market rates, to enable you to attract and retain the talent you need to grow the business in a recovery period and beyond?	

Contingency planning		Check
1.	Do you have a contingency plan (and cross-functional response team) to make sure you have the right people and skills in place to continue business as usual during difficult times?	
2.	Have you considered assessing the robustness of your IT infrastructure and data storage, as well as your business and people processes, to identify how you would cope with any future events that prevent you from working under established and normal conditions?	
3.	Should you add a short-time working and lay-off clause to your employment contracts for new joiners going forward and what process would you follow if you were to add this to current employees' contracts?	
4.	Do you have a change management strategy?	

Other HR considerations		Check
1.	Have you carried out an equality impact assessment for any changes you propose to make to working practices moving forwards?	
2.	Have you considered the UK GDPR implications of any changes you propose to make to working practices moving forwards? Have you carried out a Data Protection Impact Assessment?	
3.	What support will you require to implement your HR strategy in the following areas?	
	- resourcing	
	- skills acquisition and development	
	- culture, values and attitude	
	- commitment	
	- productivity	
	- performance management	
	- rewards	

We appreciate that there are many considerations and that your internal resources, time and/or specialist expertise may be stretched in these difficult times. We have an experienced and dedicated team of Make UK HR and legal consultants available to help you work through any queries or concerns.

If you would like to find out how we can provide practical guidance in HR or legal support, please contact your Account Manager, HR and Legal Adviser, or Sharon Broughton from our HR and Legal Commercial Services Team (email [here](#)), who will be able to discuss with you your particular requirements.

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