



WORKFORCE STRATEGY

2015 – 2019 DRAFT

The Workforce Strategy 2015 – 2019

Introduction

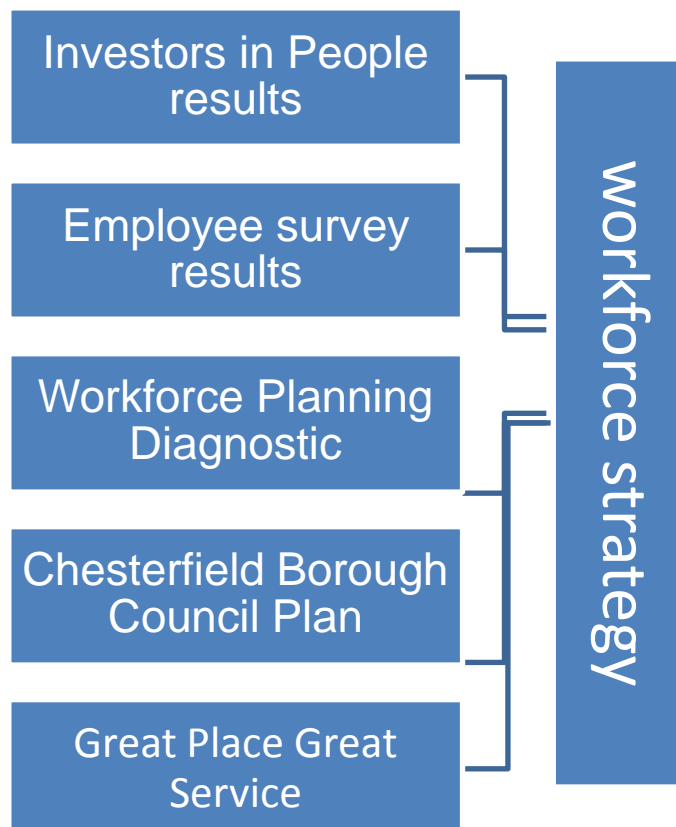
Chesterfield Borough Council has ambitious plans in place for the delivery of a high quality service to its residents and businesses, and recognises that these plans can only be achieved if it develops and nurtures a diverse, committed, motivated and highly skilled workforce.

This document sets out the councils Workforce Strategy for the period 2015 – 2019 and builds on the successful outcomes of the Workforce Strategy 2012 – 15.

Key achievements during 2012-15 were:

- Developed a corporate wide development programme that supported the all staff and managers with changes being made
- Agreed and published a Competency framework
- A full review taken of the Employee Personal Development process
- Formation of Project Academy which lead to an award for **“Best Employee & Equality Initiative”**
- Retained and gained Bronze accreditation of the Investors in People standard
- Introduced a ‘Lean’ culture within the organisation
- As part of the “Skill Pledge “ delivered a functional skills programme
- Rolled out a change management programme to all employees called “Change and Art of Being Your Best”
- As part of the developing talent programme several accredited programmes were delivered leading to the ILM (Institute in Leadership) at levels 2/3 and 5
- Gained and award from Leicester College for” **Awards to Industry 2012”** for commitment to learning & development
- Provided support to all staff by offering Stress Awareness which was aimed at employee and managers at all levels
- Developed a Mentoring programme to support and develop employees
- Improved employee ICT skills by offering the Microsoft Office suite of training
- Delivered corporate related training and supported individuals with training for job related progression as identified through the Employee Personal Development (EPD) process.

Clearly this progress needs to continue and this updated strategy seeks to reflect the councils vision and values for the next 5 years and incorporates the Corporate Plan, the transformation programme 'Great Place Great Service' goals, key actions from the Investor in People Assessment and Employees Survey Engagement Plan and workforce profiles to ensure our people management practices are aligned to the delivery of the corporate aims and values.



The plan has been developed utilising 'hard' and 'soft' metrics and further work is needed to develop sources of intelligence to inform the longer term plan. It is critical to long-term sustainable performance that short and long-term priorities are identified and balanced alongside each other in this plan.

To achieve the councils' long-term ambitions, further analytical work is needed to identify critical skills gaps and solutions identified to meet these.

Purpose and context

The council has in place a corporate planning framework to deliver its strategic priorities. The framework has a hierarchy of plans that ensure the priorities are cascaded down the organisation.

Chesterfield Borough Council has set out its vision for 2015-2019 which is:

Putting our communities first

This is expressed in the One Council, One Team approach and demonstrated by the key priorities:

- 1. To make Chesterfield a thriving borough.** To deliver this we will focus on four objectives:
 - a. To make sure local people benefit from growth in our borough
 - b. To continue delivering regeneration projects to make our borough a better place
 - c. To develop our great town centre
 - d. To improve access to technology that meets the needs of our residents, businesses and visitors

- 2. To improve the quality of life for local people.** To deliver this we will focus on four objectives:
 - a. To increase the supply and quality of housing to meet current and future needs
 - b. To improve open space in the borough for which we are responsible
 - c. To improve the health and wellbeing of our communities
 - d. To reduce inequality and to provide support for vulnerable members of our communities

- 3. To provide value for money services.** To do this we will focus on a single objective:
 - a. To become financially self-sufficient by 2020, so we can continue to deliver the services our communities need.

As a council we are here to serve and support communities. Those communities include our residents and tenants, our businesses, our visitors, our students and our voluntary groups. It is these communities that make Chesterfield Borough a great

place to live, work and visit. And it is these communities that we seek to put first as a council in all that we do.

As part of One Council – One Team ambitions we will establish a more consistent approach to the development of the organisation.

At a time of limited resources, facing significant financial challenges and with an ambitious transformation programme for improvements underway, we need to be very focused on what we intend to achieve, how we intend to go about it and how we will measure our progress.

We need a strategy to clearly articulate our objectives in relation to our people and identify the actions required to deliver the key objectives set out in the Council's Corporate Plan and vision and supporting service plans.

The Workforce Strategy provides an overarching direction to the development and improved utilisation of our existing and future workforce in order to meet the key priorities and principles in the Council's Corporate Plan.

The Council values underpin not only the aspirations and actions in this strategy, but also form the essence of the relationship between the Council and its employees.

The Strategy is focused on these values and the underpinning principles that the management and deployment of the workforce can have the greatest impact on, they are:

- **Customer focused** – delivering great customer service, meeting customer needs.
- **Can do** – striving to make a difference by adopting a positive attitude
- **One Council, one team** – proud of what we do, working together for the great and good.
- **Honesty and respect** – embracing diversity and treating everyone fairly.

We believe this provides a solid framework to develop the organisation and identify actions under these headings for our annual programmes of work.

Whilst the corporate plan will provide some of the underlying initiatives required for the implementation of the Workforce Strategy, much of the activity to realise our objectives will be delivered not at the corporate level but by departments and individual services. This will ensure that our activity is tailored to meet the needs of our customers and allows us to work effectively with partners.

Each of the key actions identified within our strategy will have its own project plan for delivery.

Council Staff Survey

Understanding our workforce, their needs and their views on working for Chesterfield Borough Council is essential to positioning us to deliver the highest quality service to the people of Chesterfield.

One of the methods we use to engage our employees and to assess their views is the staff survey, which is carried out on an annual basis to assess the levels of employee engagement and give employees the opportunity to provide feedback.

The last Council survey was conducted in 2014 and showed an employee engagement score of 58%.

The Councils Survey measures the factors that are directly linked to employee engagement. There are 9 factors, About your Job, About your Work Environment, My Manager and Team, Leadership, Learning & Development, Councils Objectives and Purpose, Communication, Equality & Diversity and Great Place Great Service .

The survey results have indicated specific areas for the Workforce Strategy plan, particularly in relation to the review of HR policies, the re-launch of the Employee Rewards Scheme and a review of the EPD and Competency Framework

The latest survey has enabled us to understand the knowledge that staff have about the key corporate issues, and provides information on the areas for development and improvement. This enables the Council to realise its full potential as an organisation.

Investors in People

The Council was originally recognised as a Investor in People in 2004, and was reassessed against the standard in June 2015, achieving recognition at Bronze level. The feedback highlighted the following areas to be particular strengths for the Council:

- The clear vision for the future of the Council
- The high financial investment in staff development
- The continual focus on improving methods of communicating with staff
- The ongoing commitment to staff to encourage participation in decision making, taking ownership and responsibility for decision that affect their own performance and that of their teams.
- The growing culture of continuous improvement – continuing to learn and improve the approach to managing and developing people in order to improve organisational performance.

During the review the Council was found to be meeting 65 evidence requirements and as a result recognised at the Bronze level of the standard.

The assessment also highlighted areas for development which included:

- Leading & inspiring people
- Living the organisations values
- Empowering & involving people
- Managing performance
- Recognising and reward high performance
- Structuring work
- Building capacity
- Delivering continuous improvement
- Creating sustainable success

These are key themes against the standard and will be developed into the action plan.

The next review of the continuous improvement plan will take place in June 2016 and a re-assessment against the new VI generation standard will take place in December 2016.

The recommendations from the assessment are included in the workforce plan.

Current Workforce Profile

The profile set out below reflects the staffing position as at January 2015 and this section covers not only the composition of the workforce under a number of headings, but also on equality and diversity issues generally in the council and borough.

Context

The borough of Chesterfield has an estimated population of 103,800 (Census 2011) which is an increase of around 5,000 people compared to the 2001 census. The population has become more diverse, with more than 900 households with no residents for whom English is their main language.

The level of skills and qualifications of our residents remain below the county and national averages and whilst unemployment has fallen, it remains above the national average and particular issues remain for younger people and those who are long-term unemployed.

There are significant variations in the health of those in the borough with life expectancy in the most deprived areas 10 years lower for men and 7.6 years lower for women compared with the least deprived areas. Almost a fifth of children aged 10-11 are classes as obese and alcohol related admissions, smoking related deaths

and adult obesity remain key concerns. The borough contains a number of areas that rank among the 10 per cent most deprived in the country and around 3,900 children live in poverty.

Workforce

Clearly the demographics of the borough will have a bearing on our workforce both now and in the future. As at January 2015 the total workforce numbered 904 employees which equates to a Full Time Equivalent staffing of 696.01. The workforce split based on **gender** is:-

Female	44.9%	Full time	28.4%	Part time	69.1%
Male	55.1%	Full time	71.6%	Part time	30.1%

This highlights that the higher percentage of employees are male and work full time whilst comparatively nearly 70% of the part time workforce are women.

Pay scale distributions are shown below by gender:

Pay scale	% at this scale that are male	% at this scale that are female	% of workforce at this scale
Scale 1 (starts £12,145)	20%	80%	4.9%
Scale 2 (starts at £12,787)	34.7%	65.3%	5.3%
Scale 3 (starts at £13,874)	38.9%	61.1%	9.7%
Scale 4 (starts at £15,725)	46.6%	53.4%	16.0%
Scale 5 (starts at £17,161)	49.3%	50.7%	14.9%
Scale 6 (starts at £19,621)	32.6%	67.4%	9.3%
Scale 7 (starts at £22,221)	63.2%	36.8%	7.3%
Scale 8 (starts at £25,472)	56.1%	43.9%	4.4%
Scale 9 (starts at £28,636)	71.4%	28.6%	4.5%
Scale 10 (starts at £30,851)	44.4%	55.6%	1.0
Scale 11 (starts at £34,549)	63.2%	36.8%	2.0%
Scale 12 (starts at £38,042)	46.7%	53.8%	1.6%
Scale 13 and above (starts at £41,616)	86.2%	13.8%	3.1%

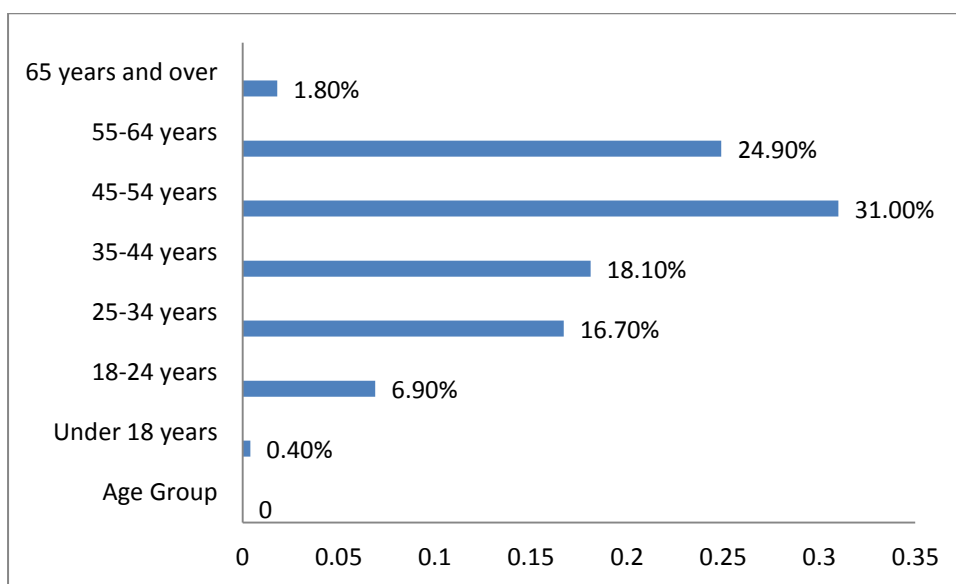
The figures above demonstrate that there is a gender imbalance at specific grades with more women in the lower grades and more men in senior management posts.

Figures for **Disability** are reliant on individuals being prepared to identify themselves as having a disability and therefore are not a reliable indicator however the figures at January 2015 show that 7.4% of the workforce identifies themselves as having a disability.

In terms of **Ethnicity** 94% of the workforce are White British, 3.3% are unknown leaving a small percentage making up other ethnic groups.

As far as the **age** of the working population at CBC is concerned the figures below demonstrate that 58% of the workforce is over 45 years of age and a quarter of the workforce (27%) is 55 and over.

Age Group	Percentage of employees
Under 18 years	0.4%
18-24 years	6.9%
25-34 years	16.7%
35-44 years	18.1%
45-54 years	31.0%
55-64 years	24.9%
65 years and over	1.8%



Clearly this presents some challenges for the council in recruiting young people and with succession planning. Recruiting to certain roles i.e. planning, legal, procurement etc has become more difficult given the economic climate and the need for wage restraint.

Turnover rates

During 2014 131 people left the council which gives a turnover figure of 14.94%.

The figures are potentially distorted as staff can have several posts with the authority so the number of leavers may include one individual leaving several posts.

The main categories of leavers were end of contract (80), resignations (79), voluntary redundancy (11), compulsory redundancy (5), early retirement (2), normal retirement (32), ill-health retirement/incapacity (5), dismissal (1). Unfortunately, no analysis of exit interviews is available currently to explain these figures but this is being reviewed and exit interviews will be held and analysed in future.

Workforce Strategy for Chesterfield

Building on the success of previous years this strategy articulates the priorities for action to achieve the council's ambitions.

The priorities identified under each heading are derived from the employee survey, lIP assessment, council plan and workforce strategy group priorities. The action plan to support the strategy is at appendix A and details the priorities under the themes below with a timeframe for action (short, medium or long term).

Pay and reward

We need a pay and reward structure that makes CBC an employer of choice, allowing us to attract, retain and develop the skills we need and motivate our staff. The structure also needs to be fair and affordable in light of the increased financial pressures that the council will face.

The council has key challenges moving forward not only to become financially self-sufficient and meet budgetary targets but to implement the living wage and changes to the way holiday pay is calculated, both leading to an increased wage bill at a time of reduced funding from central government.

Implementing the living wage will ensure that those employees (mainly women) at the lowest end of the pay scales will receive a fair wage and have wider community benefits, giving staff more money to spend in the local economy.

To implement these changes and continue to retain a competitive advantage as an employer of choice for local people requires a review of the pay and reward structure to ensure we retain and attract the right people for the business. We need to ensure we reward our staff to deliver their best and feel proud to work for us.

As part of that review the current job evaluation scheme will be looked at to ensure it promotes a responsive and agile workforce, able to meet the demands of our customers and residents.

Leadership, skills and capabilities

We need a workforce that has the right skills and capabilities to deliver our Council Plan priorities. This means continuing to invest in the development of all staff and elected members, to enhance existing skills and develop further in areas such as commercial awareness and partnership working. We will need to be able to use the skills our staff have more flexibly, to improve our resilience

and enable us to respond quickly to change. And we need our leaders to model the one council approach throughout the organisation.

The Council has given significant investment and focus to leadership development. During 2014 the corporate management team took part in a corporate development programme that was designed to take the organisation forward into the future. In order to build on this learning, a review of the programme and return on investment are planned for 2015.

The aim of this priority is to ensure that the organisation has effective leadership at all levels and that senior leaders are visible and consistent in leading the workforce to deliver on priorities. To enable this, the corporate management team structure will be reviewed during 2015 to ensure that it supports this objective and builds on the changes made to the Senior Leadership Team in 2014.

The Council maintains a strong commitment to learning & development and continuous professional development, this was demonstrated by its reaccreditation and achievement as a Investor in People “Bronze” employer in June 2015.

The council’s approach to the identification and support of learning & development needs for staff is through the Employee Personal Development review process. The council works in partnership with colleges, training providers and other councils to ensure a cost effective delivery of requirements.

There will be an on-going need for professional and technical skill development as well as service specific and corporate training. To ensure we get the best value for money and meet legislative requirements, we will review the corporate training needed and the best vehicle for delivery and explore options available. The key core skills needed for success of the council plan have been identified as commercial awareness, risk management and evidence based decision making, working in partnership and collaboration, whilst an emphasis on customer service will also be maintained and developed.

An audit tool will be developed that managers and HR can utilise to frame the discussion around workforce profiles, succession planning, talent management and skills development. HR/Learning & Development will facilitate an annual discussion using this method to support the annual business planning process. To ensure our employees have the best opportunity to develop their careers with us and provide the best service possible, we will ensure functional skills are developed and career progression supported.

Multi-skilling of the workforce especially in smaller teams, is critical to realising efficiencies and maintaining service levels and managers will be encouraged to develop staff to that aim, working with other teams to exploit opportunities for staff sharing where possible.

To support managers and staff and provide clear, easily accessible information, all employee policies will be reviewed and published on the new intranet. This will ensure standards are publicised and managers supported to manage in a consistent manner.

Talent management

We need to attract, nurture and grow talent in order that we continue to have people available to fill the roles we need. We will develop talent both through specific programmes to attract skills into the organisation, and by identifying and growing existing staff with potential. We will need business plans for all service areas to be clear about their future skills needs and how they will develop talent to meet those needs, including clear succession planning.

Chesterfield Borough Council has to compete effectively in the market place to recruit and retain staff, as a result the workforce strategy therefore needs to reflect a more strategic approach in workforce planning to support the recruitment and retention of its employees in this competitive environment. Exit interviews will be analysed to understand the reasons employees leave the council and the data utilised to inform future programmes of action.

The Council have already started this process by looking at different models of service delivery such as working across different services, partnering, and shared service solutions, to give value for money.

Increased awareness and a more pro-active approach will be taken with succession planning and needs to be developed across the Council to ensure longer term planning. Succession plans will enable the council to identify skills gaps in critical areas where existing recruitment methods are unsuccessful, particularly planning and law.

Taking this further the council will develop a talent management programme to identify and develop potential across all areas of the business to ensure it is prepared for the future challenges.

The Council has a long tradition of using trainee schemes to attract young employees into employment and annually recruit apprentices to work in the craft area's of the Council.

The profile of our workforce identifies that the number of employees aged between 16-25 years is below the national average and stands at 7.9%.

With a national drive to increase the number of apprenticeships in the public sector and a priority acts as an incentive to further increase the number of apprentices within the workforce.

The development of apprenticeships is one of the Council's priorities "To make sure that local people benefit from the growth in Chesterfield Borough"

The Workforce Strategy action plan sets out how we can provide employment for under 25s, as well as these actions we will recruit, retain and develop our workforce whilst addressing equality & diversity issues. The vacancy control process will be used to ensure that a diverse range of recruitment avenues are explored and that Apprentices, Trainees, Graduates and Interns are promoted at relevant times.

Employee engagement

We need to maximise the numerous benefits of having engaged employees and reflect this need in our developing operating model for the council. Our managers need to play a critical part in engaging with their teams, improving the flow of information and feedback through the council and empowering staff to improve their services.

How employees feel about working for the council is a key priority and annually explored through the employee survey and through liP assessment. Establishing what makes the council a good place to work is essential to understanding employee engagement. Communication is recognised as critical to this and the council will continue to explore ways of engaging and valuing the contribution staff make to the success of the council.

Manager's will work with their teams on the results of the staff survey and will develop action plans to tackle issues that are important to the team. Managers at all levels will have regular meetings with their teams to ensure that staff have every opportunity to be involved in the delivery of services.

Recognising that new ways of working in flexible ways give rise to engagement challenges, the council will review how it manages employees who work remotely or from home and improve the dialogue between managers and staff. The visibility of leaders and members will be explored and existing open door meetings will continue.

Membership of working groups will be reviewed and opportunities will be given to staff at all grades to become involved, utilising task and finish groups to ensure staff can add value.

Health and wellbeing

We want to improve the health and wellbeing of all staff, recognising both our duty of care and the benefits of a healthy workforce. We want to ensure staff have access to support where required and promote and incentivise activities to improve physical and mental health.

The health and wellbeing of employees is integral to the workforce strategy and the council has a duty of care to ensure employees are working in safe environments.

The provision of an Occupational Health service underpins the support provided to staff by managers when tackling health issues. Referrals to counselling and physiotherapy are also part of this provision all aimed at preventing ill health of employees.

Recognising that mental health issues are a key challenge for the council, managers have received training on the use of the stress risk assessment tool and training to enable managers to deal with mental health absence will be provided. Greater emphasis will be placed on the preventative aspects of recognising stress and responding appropriately to issues to help employees remain well.

The council has committed to the Time to Change mental health awareness campaign and is making this the focus of National Health & Safety Week in October 2015. Linked to this is the council Health Group which will be taking forward the mental health awareness programme and the Healthy Workplace initiative.

Summary

This workforce strategy sets out the context within which the council operates and identifies key factors that will influence the workforce issues in the future. Although there is a general acknowledgement that it is not possible to give absolute certainty to the size and shape of the council in the next few years there are clear requirements for skills and flexibilities to enable appropriate and timely response to change.

Equality Impact Assessment (EIA)

An (EIRA) review has been completed on the Workforce Strategy in line with the Councils framework. It will be reviewed periodically and any outcomes will result in changes being made to reflect as required.

Consultation and Review

The Workforce Strategy and Action Plan will be reviewed on a regular basis and updated to reflect changes in the Council's business needed and priorities and changes within Local Government.

A report will be produced on an annual basis along with a reviewed action plan.

WORKFORCE PLAN 2015-2019

All Actions in the Workforce Plan link directly to the corporate priorities, Employee Engagement Plan and Investors in People Action Plan

Strategic priority	Actions	Outcomes(cross cutting)	Priority		
			Short term	Medium term	Long term
Pay and reward	Review pay structure to include Incentives (bonus/Performance Pay)	<ul style="list-style-type: none"> • Retain competitive advantage as employer • Improve employee engagement • Improve performance and efficiency • Streamlined, efficient and effective recruitment and retention • Improve wellbeing of staff <ul style="list-style-type: none"> • Improve economic position of lowest paid groups of 		√	
	Implement a living wage		√		
	Harmonise terms and conditions			√	
	Review Job evaluation scheme and benchmark externally.		√		
	Review job descriptions to ensure they are fit for purpose and 'outcome focused'		√		
	Promote benefits of working for CBC by publicising employee benefits on the intranet		√		
	Design recruitment adverts to attract talent based on 'total offer'		√		

	Implement employee awards scheme	employees <ul style="list-style-type: none"> • Improve wider economic position of Chesterfield 	√		
	Review recruitment and selection process to ensure consistency across the business and review internal re-deployment procedures			√	
Leadership, skills and capabilities	Review CMT structure following loss of Head of Service roles in 2014	<ul style="list-style-type: none"> • Greater clarity of roles and accountabilities, improved empowerment and engagement at management levels • Improve organisational capability and flexibility • Retain liP accreditation • Improve staff retention • Improve employee engagement • Greater clarity, consistency and accountability around employee policies and procedures 	√		
	Undertake skills audit and gap analysis of future needs, identifying critical vulnerabilities			√	
	Develop 'skills pathways' to develop from within (e.g. career grades)			√	
	Promote functional skills across the council to enable career progression and improve service outcomes			√	
	Review current and future skills by service area to develop service specific and corporate skill set (competency framework)			√	
	Develop performance management framework				√

	Review EPD process	<ul style="list-style-type: none"> Efficient and prioritised use of scarce resources 		√		
	Implement competency framework as basis for recruitment and performance management					√
	Coach and develop managers to provide 'quality' performance discussions and to be able to challenge behaviours that are not consistent with the value			√		
	Ensure all training recorded on Resourcelink			√		
	Review corporate and service specific training programmes and budgets				√	
	Review method of delivery and explore corporate ICT solution for online learning			√	√	
	Review delegated budgets and corporate needs				√	
	Review training evaluation model				√	
	Develop 2-5 year training plan based on skills analysis, EPD's and performance management, incorporating multi-skilling of teams.				√	
	Review and evaluate leadership development at all levels				√	

	Introduce 360 degree appraisals				√
	Review employee policies and procedures to ensure they are streamlined and easily accessible to staff and managers		√		
	Utilise intranet to publish policies, procedures and 'how to guides' to ensure managers supported to deliver consistently			√	
Talent management	Develop apprenticeship programme, setting yearly targets for numbers of apprentices with clear career pathways	<ul style="list-style-type: none"> • Increase the number of under 25's employed by CBC and set good example for other employers • Improve reputation as an 'employer of choice' <ul style="list-style-type: none"> • Decrease 'time to recruit' in specialist roles and build capability for future • Engaged and satisfied workforce, leading to 		√	
	Review work experience programme to be more focused on increasing CBC profile as an 'employer of choice'			√	
	Develop graduate programme to target specific skills gaps e.g. planning, law, sales			√	

	Devise talent management programme to ensure retention and engagement of staff	<p>increased productivity</p> <ul style="list-style-type: none"> Proactive approach to recruitment and promotion Better use of resources and structured approach to secondments 		√	
	Produce workforce profiles (succession plans) to identify future recruitment needs and inform training plans		√		
	Enable managers to 'grow their own' talent			√	
	Review Project Academy and internal secondment process to give maximum opportunities to staff for internal career development			√	
Employee engagement	Continue with annual employee survey and managers to discuss results with their teams to develop team action plan of items of concern to team and continually review.	<ul style="list-style-type: none"> Improved employee engagement Visibility of senior management Improved communication flow Better understanding at all levels of each others 	√	√	√
	Continue CE and Leader open door lunch		√	√	√
	Consider inviting staff to breakfast meetings to do presentations i.e. a day in the life		√		

		roles			
	Review current communication channels and consider use of core brief for key messages with feedback mechanisms included	<ul style="list-style-type: none"> • Consistent and appropriate communication flow 		√	
	Make team meetings mandatory on a specified basis at all levels of the organisation.	<ul style="list-style-type: none"> • Support for staff and managers 	√		
	Utilise intranet to publish employee profiles	<ul style="list-style-type: none"> • Make 'One Council' a reality 		√	
	Review methods of communication for staff without IT	<ul style="list-style-type: none"> • Better understanding and acceptance of change/transformation programmes 		√	
	Consider council wide events to bring people together – 'one council'			√	
	Develop an operating model for managing remote/home workers to ensure they are engaged with the business and are supported in their roles			√	
	Communicate GPGS outcomes and rationale to staff to get engagement		√		
	Review membership of all			√	

	groups to ensure staff at all levels are involved in task and finish groups to focus effort and utilise skills efficiently				
	Corporate/Cabinet review of the decision making process and it's timeline			√	
Health and wellbeing	Promote health and wellbeing in the workplace	<ul style="list-style-type: none"> Better support for staff and managers 	√		
	Sign up for 'Time to Change' mental health awareness programme	<ul style="list-style-type: none"> Healthy and engaged workforce Employees feel more valued 	√		
	Review Occupational Health service to ensure it supports and promotes employee health	<ul style="list-style-type: none"> Managers feel more confident tackling absence related issues and discussing mental health issues to provide appropriate support 	√		
	Review Occupational risks to health at Health and Safety committee taking action to minimise risks at all times		√	√	√
	Ensure managers are confident and competent in managing absence and work related health matters through launch of new absence policy and training to support implementation	<ul style="list-style-type: none"> Staff have access to the best OH provision available in a timely manner 		√	
	Conduct annual stress risk assessments on services and	<ul style="list-style-type: none"> Causes of stress identified and mitigated wherever possible 		√	

	action plan findings				
	Promote Healthy Workplace initiative		√		