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24 months on...

Yorkshire Dales National Park Authority

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Practitioner: Amanda Hudson
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It’s been a while!

It’s been two years since we finished our assessment and awarded you Standard Award level.

We discussed your progress 12 months on and updated your actions for the following year.

It’s been another 12 months since then, and we checked in with you recently to find out how you’ve got on and plan for the last year of your accreditation.

Amanda Hudson met with the Head of HR, Senior Management Team and Heads of Department on the 7th November 2023. In addition, the interaction included three focus groups of people representing Managers, Employee Voice Group and the EDI Working Group via MS Teams.

Thank you to Vikki Thomas, Head of HR, for organising the We Invest in People 24 month interaction and for her enthusiasm, dedication, commitment and support to the process. Thanks must also go to the Senior Management Team, Heads of Department and focus group members in taking part in this 24 month interaction.

When we assessed you, we found out…

- The ambition of the Authority is clearly communicated within the Corporate Plan and the Yorkshire Dales National Park Management Plan. The objectives are cascaded through the performance management process.

- The Authority operates in line with the values. The work on the behaviours aligned to the values are helping to shape the culture of the organisation. The embedding of the values into the performance management process has helped to further embed the values within the organisation.

- There were many examples, particularly during the COVID-19 pandemic, of people and teams using Life Size, MS Teams and other technology to keep in touch with each other. In some cases people have saved a significant amount of time and money in travelling to other locations and some teams have felt a lot closer as a result of the use of technology.

- The performance management process was seen to be well structured and people spoke of regular catch ups with line managers to discuss progress.

- Quite naturally in terms of the Authority’s role and remit, people continued to feel that the organisation has an impact on society. It was also clear that people also felt that they have an impact on society in the work that they do and the motivation this gives them to achieve the best that they can.

- People felt that they are supported by the Authority in terms of their health and wellbeing. There were many examples of people who have been supported, particularly during the COVID-19 pandemic.

- The assessment demonstrated that there are many things that people appreciate about working at Yorkshire Dales National Park Authority.

And we suggested some things to work on…

- The assessment demonstrated that there is more to do to formalise, embed and ensure the consistency in the competencies of all leaders and managers to deliver the future strategy of the Authority. It is clear that is now important to embed the learning for leaders and managers through support groups such as learning forums and additional coaching and mentoring linking to the 360 degree feedback. It is also recommended that in order to encourage ownership of people management responsibilities that the appraisal process incorporates objectives around improvements in how people are managed and developed within teams, linked to internal/external survey results and 360 degree feedback. Finally, it is clear that the visibility of leaders is seen as critical to people throughout the Authority and it will be important to convene the 'all staff' meetings once the restrictions are fully lifted.

- Further embed the values and behaviours and ensure that they are integrated into all business processes, in addition to further embedding through the reward and recognition process. The McKinsey 7S is a useful model to focus on. It is also important that people recognised that that leaders and managers are role modelling the values. Finally, ensure that all staff feel comfortable in challenging behaviours that are not in line with the values at all levels of the Authority.

- The Authority may wish to consider further embedding the approach to organisational communication to ensure that messages are consistent and people have the opportunity to be engaged. In addition consider alternative forms of communication channels and bite size communications in matching people's preferred methods of receiving information. Finally, further develop informal consultation processes, to ensure they are consistent across the Authority and that people feel involved and listened to. Finally, review how people are involved in decisions which may have an impact on them.

- Review the approach to measuring performance data of individuals, including ensuring that objectives for all staff are stretching and that they are aligned to the corporate plan. Furthermore, it is important to ensure that appraisals are monitored for quality and consistency of delivery to confirm that they are motivating and supporting engagement to ensure that the outputs are delivering positive outcomes, in line with the ambition of the Authority. Finally, consider further developing the appraisal process for leaders and managers, linked to indicator 1, to ensure that they are given further feedback on their performance as line managers.

- The Authority is required to further encourage the consistency of how people feel they are rewarded and recognised in each area by leaders and managers. In addition, it is recommended that the Authority continually reviews its approach to reward and recognition with people to ensure it is flexible and is tailored to meet individual motivations. Finally, the use of a total reward summary at the end of each year may help people to understand the overall contribution and package the Authority invests in individuals.

- Review job descriptions and ensure that each role not only states the knowledge and experience but the behaviours (linked to the values) required for each role. Consider the feedback from people regarding collaboration and involvement of teams in sharing successes and learning from experiences.

- Consider the use of an organisation wide training needs analysis to map the training and development needs to deliver the corporate plan from a strategic perspective. It will also be useful to review how people are supported with learning and development opportunities to help them to achieve their full potential, as part of the review of the performance management process. Finally, formalise how talent is nurtured and managed within the business and how people can understand the opportunities for career progression within the Authority.

- Further consider how change is managed, embraced and measured in particular with the potential changes within the Authority, particularly in a time of potential change fatigue. The Kotter model is a useful model to review the Authority's approach.

- Develop a defined strategy around the physical, psychological and social aspects of health and wellbeing within the Authority. It is also recommended that the organisation considers looking at the We Invest in Wellbeing framework to support these recommendations.

- Consider more specifically the measurement of the impact of the implementation of the people management policies and practices across the organisation on business performance and the correlation between people outputs and business outcomes. (High Performing).

What's changed since then?

- Over the past 12 months the Authority has continued to deliver the Corporate Plan and the Yorkshire Dales National Park Management Plan. It is clear that in the external environment challenges have settled down in light of any impending changes to Government over the next 12 months. However, it is clear that although performance is still positive and there is no indication that there will be an increase in grant funding the Senior Leadership Team are very conscious that a cultural shift is increasingly important in the future.

- In respect of the Glover review the only significant area of focus has been the strengthening of the National Park Management Plans. There continues to be no change in statutory purpose, but more emphasis on three key areas – climate, nature recovery and health and wellbeing. In relation to these areas of focus, the Government has implemented an outcomes framework for all national parks in delivering against climate change.

- The Authority has recently started the process of reviewing the National Park Management Plan and Corporate Plan. Members have set the direction in respect of the above areas of climate, nature recovery and wellbeing as it is recognised that the competition is increasing and the Authority need to continue to be ahead of the curve in everything the national parks do to support these key agenda items.

- Significant progress continues to be made against the People Strategy 2021-2026 and Investors in People actions plans which clearly demonstrates the Authority's commitment to continuous improvement, details of which are included within the report.

- There continue to be a number of key challenges from a people perspective, as mentioned above, in respect of the culture of the Authority and being very clear about how people behave. It is felt that the organisation is in danger of being too task focussed rather than objective focussed. As a result it is clear that there needs to be more focus on leadership and management actively setting the tone and role modelling what is expected to ensure people continue to feel it is a good place to work. Blended working continues to be a contributing factor in respect of culture and the Authority continues to review its approach in getting the right balance. It is recognised that the blended approach, in general, has made interactions become more formalised and less day to day casual conversation and collaboration with other teams. However, it is acknowledged that blended working has not particularly impacted Park Services in the deliver of services.

- In addition the recruitment and retention of staff continues to be a key area and retention continues to be constricted by local government salary bands. In respect of recruitment there continues to be challenges in recruiting a more diverse workforce and wanting to attract younger people for entry level roles with the Authority, which has been impacted by the change in working environments and the fact that people do not have to work in the National Park anymore. The Authority are revisiting the Charter of Engagement for Younger People and are continuing to review how young people can be attracted to roles and there will be a focus on work programmes in 2024-25.

What the Authority has achieved so far?

Following meetings with the Head of HR and the Senior Management Team and Heads of Section as well as three focus groups within the Authority, evidence confirmed that significant progress has continued to be made against the People Strategy and Investors in People Action plans agreed in November 2021. The

Authority's progress continues to be commended during such significant times of change. The completed actions over the last 12 months against each indicator are highlighted as follows:

Indicator 1 – Leading and Inspiring People

- The Authority is completing a self-analysis against the National Parks Authority Leadership Charter and working together.

- There has been no change to the size and composition of the Board and no planned change for the future, which is seen as disappointing for the Authority.

- The Director of Park Services will be retiring in March 2024 and the Authority are currently recruiting a replacement for the role.

- There continues to be development for managers and coaching opportunities have been offered to all Senior Management Team/Section Heads and those interested arrangements have been put in place for coaching.

- In supporting the visibility of leaders throughout the Authority Staff meetings continue to be held throughout the year and feedback from focus groups is positive. In addition, feedback suggested that these meetings should be more frequent.

- There are now joint meetings with the Senior Management Team and Section Heads which is helping to further improve working relationships. These meetings are focussing on improving the strategic working relationship including the project management system, commercial awareness a framework for balancing workloads and the benefits for the whole Authority.

- Overall feedback from the focus group confirmed that leaders and managers are accessible, some more than others but generally are approachable.

Quotes:

"David has got his job to do and would give me the time."

"makes the point and makes a note to say enjoy the holidays and thanks for your work."

"Some are more accessible than others, but all of them approachable.".

"In respect of leadership and management get good visibility and accessibility very comfortable in approaching all of them."

Indicator 2 – Living the organisation's values and behaviours

- The Authority continue to integrate the values into all business processes including the approach to appraisals, reward and recognition and recruitment.

- In raising awareness of the core values and behaviours there have been minor changes and updates.

- In addition to the above, there has been a significant focus on brining the values to life with more communications including posters for all staff to understand more about the values and what they mean in respect of behaviours.

- Feedback from the focus groups confirmed that people do feel the values are more relevant and embedded in the way people work. It is also recognised that the annual appraisal process is key in giving feedback around the values and behaviours. However, there is more work to do in managers

giving feedback around the values and behaviours through the one-to-one process throughout the year.

- A pulse survey was planned but has not yet been completed to understand if and why people are constrained from challenging behaviours that are not in line with the core values and continues to be reviewed.

Quotes:

"The values have become much more relevant and now a strong culture of wellbeing not just amongst the workforce but customers and service users and makes our values more pertinent."

"The values are becoming more embedded in the way we are working."

"Embedding the values - a lot of them and we do what we say we are going to do I think underneath the values there is a lot more behaviours and struggle to articulate. It doesn't mean we don't display them the Authority is a really nice place to work."

"We are uncomfortable in challenging behaviours and felt that we needed to relook at the values and behaviours."

"I could not tell you the values. We are friendly and relaxed and objectives are taken quite seriously. Easy to get along with people and everyone makes you feel welcome."

Indicator 3 – Empowering and Involving People

- This year has seen more opportunities for people to come together in terms of staff meetings. Feedback from focus groups confirmed that these meetings were great opportunities to get together. It was also suggested that it would be good to meet more regularly on a face to face basis.

- The staff e-newlsetter continues to be produced in supporting people to have access to the knowledge and information people need to do their job well. In addition, feedback is regularly sought on the quarterly staff newsletter. Feedback from the focus groups suggested that it would also be nice to have social as well as project content.

- The Authority continue to consider alternative forms of communication in helping to match people's preferred methods of receiving information. The Authority are now publicising the availability of members project briefing webinars through the intranet/internet and x drive to staff. Overall feedback from the focus groups confirmed that people felt there is a lot of communication as well as through Facebook and team WhatsApp groups. In addition, there has been a lot of work on creating style guides for dyslexia.

- The Authority will be moving to SharePoint in the near future which will help people across the Authority to be made further aware of communication updates and materials on the intranet and Vivup.

- In addition to the above, and in supporting the objective to move away from the use of ad hoc emails, following feedback from staff, the Authority is now using the intranet for corporate messages, job vacancies etc. However, feedback from the focus groups suggested that now fewer emails are received people forget to look at the intratnet/internet and x drive.

- The Employee Benefit Platform Vivup has received great engagement from staff. The intranet 'page views' are being measured, in addition to the Employee Voice group providing feedback.

- The Employee Voice Group continues to run on a quarterly basis. As per the previous interaction many actions have been achieved in the group including reward and recognition and staff development days as well as the core values of the Authority. More recently the group has refocussed to look at the specific topic of climate change which is an extremely important agenda item for the Authority rather

than general topics. Overall, it is felt that this is still early days for the group in understanding its role and remit *'Still try to find out who we are and what we want to do.'*

- An EDI Working Group has also been formed to support the Authority's approach to Equality, Diversity and Inclusion and commitment to working towards a diverse workforce at all levels of the organisation.

- The Authority continues to use processes such as staff reviews, team meetings and focus groups to gain feedback. There are many decisions that have been made over the last 12 months in consultation with managers and people, for example, the introduction of blended working (managers), review of core hours (managers) and reward and recognition (Employee Voice Group).

Quotes:

"Feel very included in everything and get all information that you need. I feel in the loop about a lot of things and feel part of a team."

"Lovely comments coming forward with passionate people joining the EDI group which means which we are seen by the organisation as to what we can contribute."

"We have loads and have social channels, Facebook channel."

"The newsletter used to be more social about what people are doing inside and out rather than projects. I enjoyed it"

"Just need to do a lot of different things and capture people through different methods cannot please everyone."

"Lots of information, Park newsletter and Authority newsletter, meetings and xxx will send us through the minutes of the meeting and on the intranet."

"Issue fewer emails now. I don't directly get committee minutes and I don't remember to check."

Indicator 4 - Managing People

- The Authority continues to evaluate the appraisal process and is reviewing the actions submitted on each appraisal to ensure that they are appropriately challenging. Section Heads are also asked to share 'best practice' examples of the actions.

- The work on values continues to be embedded into the appraisal process. Overall feedback from focus groups was positive .

- The appraisal process has been further reviewed to include a section regarding how people feel that they are managed.

Quotes:

"The values are very clear as part of the appraisal process and harder to avoid them they are good and can pick up and use for desirable and undesirable and a good document and good way to be."

Indicator 5 - Recognising and Rewarding High Performance

- In relation to the 12 month review and the work of the Employee Voice Group, the Authority continues to plant trees in respect of people's tenure. In addition, there is a published compliments register.

- The employee reward scheme through Vivup is available through the portal. Take up of the reward scheme exceeds 50% of staff numbers.

- Overall feedback from focus groups confirmed that people do feel valued and some comments suggested people have felt more recognised over the past year.

Quotes:

"What I love about this place is that people come with passion and people are awesome about saying thank you."

" I have felt slightly better recognised over the past year."

"I feel part of the team xxx gives me feedback, I feel valued."

"It is nice to get feedback and appreciation."

Indicator 6 – Structuring Work

- The Authority is continuing to provide more opportunities for wider cross-NPA specialist groups. There are also a number of wider and ad-hoc opportunities such as the SNPS Conference and Grampus trip to Catalonia.

- Blended working continues to be a contributing factor in respect of culture and the Authority continues to review its approach in getting the right balance. It is recognised that the blended approach, in general, has made interactions become more formalised and less day to day casual conversation and collaboration with other teams.

- In respect of the above overall feedback from focus groups confirmed that staff meetings, staff development days and other face to face activities are now so important in creating opportunities for people to get together.

- All policies and procedures have been reviewed to ensure that they are in line with the Authority's values.

- The Authority continues to be accredited with the Customer Service Excellence standard to ensure best practice.

- In addition to the above, HR polices and systems are continuing to be reviewed and updated to ensure that they embrace the desired behaviours linked to the People Strategy and Corporate Action Plan.

- Job descriptions continue to be updated as required after annual appraisals to ensure they are up to date.

- An away day has taken place for Apprentices, trainees and their managers across the Authority to further develop networks and collaboration.

- Templates have been included to include staff engagement as part of project and performance reviews.

Quotes:

"Need to create more days where we all get together. Get a buzz from them."

"Spread meetings out and do them quarterly benefit outweighs everything including networking and the formal side where we hear about projects. Helps as we don't have the natural conversations anymore."

'People realising that it is better to see each other and making it happen. I miss it.'

"It is a mix between the two, most people recognise they do need to be in the office. We have MS Teams as an option."

"The organisation has changed. I don't recognise everyone in the office now."

"We are generally not mixing with other teams it is a little bit strange."

"Technology can let us down, sometimes the Wi-Fi is not good enough to support an MS Teams meeting where we can take part fully in that meeting."

"We don't see each other every day getting things done but loss of inspirational conversations."

"Easy to communicate in teams but sometimes it can be hard. Everyone is so busy might send something and not get a reply for a while. Depends on how busy people are."

Indicator 7 – Building Capability

- Learning and development courses continue to be available for staff and managers and are included in discussions as part of the appraisal process. Courses are monitored in terms of uptake and feedback. Overall people confirmed that learning and development opportunities continue to be good, particularly the recent EDI training.

- Staff development days have been organised to further develop how people are managed and developed within teams, overall feedback has been extremely positive. In addition, feedback from the focus groups was incredibly positive in terms of the days and the opportunity to collaborate with others.

- In respect of how talent is nurtured and managed within the Authority there are many good examples within the Planning Inspectorate, Natural England and Forestry Commission. It is recognised that some people do not want to progress and stay in role. However, it is also appreciated that some people do leave and come back to working at the Authority.

- In evaluating learning and development the Authority has further developed their evaluation process to include further questions on individuals completing any training courses.

- In respect of the recruitment and selection process the values and behaviours are now part of the process and have moved away from knowledge and skills.

- A meeting is being planned with a member of the Board and the Head of HR to discuss the issues of affordable housing and consider whether can work on a pilot project with North Yorkshire Council to encourage people to stay in the National Park and get work.

- Over the past 12 months there has been an easing of recruitment and this has provided the opportunity to better manage individual workloads to ensure more manageable for staff. In addition, there is a key focus on creating a more diverse workforce at all levels within the organisation and the Authority's approach to blended working is felt to be supportive in helping to attract a more diverse workforce.

- From an induction perspective the Authority are conscious in respect of culture to ensure that new staff are supported to understand the way the Authority works. It is felt to be much harder working in a hybrid environment as it requires face to face time to help people in understanding how the Authority operates. As a result, the induction process continues to be evaluated.

- It is appreciated that career progression is not always possible and the Authority are comfortable with that in supporting people to develop their full potential. An example being the Authority being unable retain Apprentices but have helped give individuals a strong start in their careers. Feedback from the Apprentice focus group highlighted very positive experiences at the Authority. However, it was felt that it would be good to know what happens after the Apprenticeship and any recommendations and

support in looking at future roles. In addition there are examples of Young Rangers and Youth Volunteers who have been employed as permanent rangers and other teams.

Quotes:

"The staff development days are very appreciated and working remotely and nice to have those opportunities and does help working relationships, lots of benefits."

"Some of the training by the Authority has been fantastic the last bit of training organised which was bespoke to the National Park and examples of workplace working was excellent and helps massively."

Quotes from Apprentice Focus Group:

"I have been enjoying it. I get a big variety of things to do every day, it is different."

"Very varied enjoying it."

"I have really enjoyed my apprenticeship so far. All sorts of training which I never thought about doing before."

"Working with lots of different people seeing how things work in lots of different ways. Lots of opportunities to meet different members of the team and learn different things."

"Everything I learn I link into the Authority, always well received."

"I have had a great time working here loved every day."

"Advice on other organisations - just to start that conversation would be good."

"I have enjoyed my Apprenticeship, just a lack of funding puts a strain on the teams if not got the resources."

"The team that I work with are great, they are all really nice to get along with and the variety of work is great."

"The people and the relaxed atmosphere is great. There is lots of flexibility on the jobs that I am doing. Living nearby there are limited opportunities and this is really good."

"My training helps with a wide variety of careers, in general the training is very good and in the future lots of options."

"Not just training it is the experience all transferable skills to other jobs."

"More recognition and reviews might be more motivating to get some sense of what is after the Apprenticeship, there is not much thought about the next steps. Going to talk to xxx about it and discuss potential plans after my Apprenticeship."

"More feedback would be useful to help develop me and the team."

"Getting to know what is happening after the Apprenticeship would be good as it is quite stressful to find something new, it would be useful to have some recommendations."

Indicator 8 – Delivering Continuous Improvement

- There continues to be an annual programme of major project and performance reviews which are considered by the Audit and Review Committee in terms of learning and sharing lessons that have been learnt.

- Over the past 12 months the Authority has continued to learn from others particularly North Yorkshire Council and Westmoreland and Furness in order to bring in knowledge and support continuous improvement.

- The Employee Voice Group and EDI Working Group provide opportunities for people to come up with new ideas. Feedback from the Apprentice group also confirmed that they felt encouraged to come up with new ideas and that their views are taken into consideration.

Quotes:

"They are happy to hear about new ideas."

"I come up with different ways of doing things and give it a try."

"Our views are taken into consideration."

Indicator 9 – Creating Sustainable Success

- It is acknowledged that in some departments there has been a lot of change within the Authority over the past couple of years and it is important to recognise the resilience of teams in stepping up to challenges. Feedback from the focus groups confirmed that overall change is managed well, however, there is still work to do at an operational level in managing change, as can be seen from the quotations below.

- The Authority are networking with other organisations to understand how they embrace change. The most recent example being Westmorland and Furness and also North Yorkshire Council.

- In addition to the above, the Senior Management Team continues to explore other models and approaches in respect of managing change.

- The EDI Group has been formed across the Authority to drive forward the organisation's approach to equality, diversity and inclusion. Feedback from the focus groups confirmed that people do feel that SMT are supportive and invested in the work of the group. It was also felt that it was empowering those that manage teams to discuss actions from the group with their teams.

- Overall feedback confirmed that group meetings have been very positive in looking at EDI but it is early days in the group forming and there is further work to do in learning from lived experiences and involving people in more of the work that the group is focussing on.

- The Authority are in the process of conducting Equality Impact assessments across the Authority. Currently take up has not been as expected. As a result the communications team are planning to send a video tutorial on completing the assessment and the importance to help increase participation.

- It is clear from feedback that people do continue to enjoy working at the Authority. The following quote provides the overall sentiment of people when asked what the best thing is about working for the Authority *"The people that you work with. Collective impact and lovely people that is what it is all about."*

Quotes:

"We are heading for change in the Authority. Kathryn is retiring in April and a lot of people are saying what is happening."

"Change management not on a big scale but a lot of changes across the Authority, it has been managed properly not a change management process. We are one big team and support people with that change."

"On a personal level change is well managed."

"At the senior level at times of change the only way you find out is when you see the job advert nothing to say xxx leaving we will be recruiting this and that will happen."

"If a role is not going to be filled perhaps it would be good to have a slightly greater understanding on the impact on colleagues and how we will move forward eg if role not filled who will fill the gap."

"Keeping EDI on the top of people's working agenda as well as the Senior Management Team. I see that as the most important part of the group and really enjoyed being part of it."

"We need a more diverse workforce and that lived experience. We should celebrate the fact we have an EDI group and have members of staff who are invested in taking forward the EDI agenda."

"Get shared experience around the table and what we learn and what we take from the training Benefitted from a manager perspective that sharing integral part of it."

"The last EDI training is the reason I am in the group now. Really good training but missing an element of opportunity to talk about real life issues which is why xxx asked me to join the group."

"Having xxx on the group is really important and a positive advocate for the group believes in it. We have a responsibility for the legal corporate aspect to be embedded in the organisation."

"Training from members has been very good."

"I have only been to one meeting but that sharing of good practice is really valuable as my section deals with outreach and education volunteers, EDI is built in everything we do."

"What I have found about the EDI group is good to see different parts of the organisation and to see how EDI applies to people's work."

"The sharing of experience as we develop and evolve as a team and the sharing of best practice and understanding of EDI in our sections and areas of work is important. The more this team meets the more we are doing in bringing good practice internally."

"What we don't have yet is learning from that lived experience. We are looking to be diverse and need to hear from them."

Health and Wellbeing

- The Health, Safety and Wellbeing Work group continues to be key in driving the Authority's strategic aim to improve the health, safety and wellbeing of the workforce.
- In support of the Authority's commitment to health and wellbeing a HSE Stress Assessment exercise has been conducted.
- In addition to the HSE Stress Audit, the Authority is continuing to raise the awareness of stress management through toolkits and training.

What is your focus for the next 12 months?

Excellent progress has continued to be made over the last 12 months in relation to the People organisation's People Strategy. The Authority is clearly still demonstrating its commitment to the Investors in People framework and aspirations towards higher levels of people management practices. Together with the work the Authority has planned for the next year, the organisation should be well

prepared for the next assessment in October 2024. Overall the consistency in leadership and management practices continues to be key to cultural change and will help to embed existing and new people management policies and practices across the Authority.

As discussed above, the Yorkshire Dales National Park Authority has committed to an Investors in People Action Plan and has committed to the following actions over the next 12 months as follows:

- Review of the feedback from the appraisal record to form and make recommendations to the SMT and Section Heads.
- Develop improved 'custom and practice' around the etiquette and use of emails to help manage down email volumes.
- Hold consultation forums with staff and the Employee Voice Group about the future cultural changes, once the extent of changes are known.
- Deployment of regular internal pulse survey to gain feedback on how change is being managed across the Authority.
- Review of the Corporate Action Plan timetable to see if it can be realigned with the annual review timetable to allow annual appraisal objectives to align.
- Investigate and consider the potential benefits of an overall training needs analysis for the Authority.
- Identify career opportunities within the Authority through assessment of job roles and possible career opportunities by section, highlighting training needs and requirements.
- Implement appropriate change management processes in relation to the resourcing of future delivery of the Authority beyond 2023/24.
- Continue to raise awareness of the stress management toolkit and provide training for managers as to how to apply it.

There's almost a year left of your accreditation, and development in the areas above will help towards your next We invest in people assessment on 14/10/2024.

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Want to get in touch?

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