

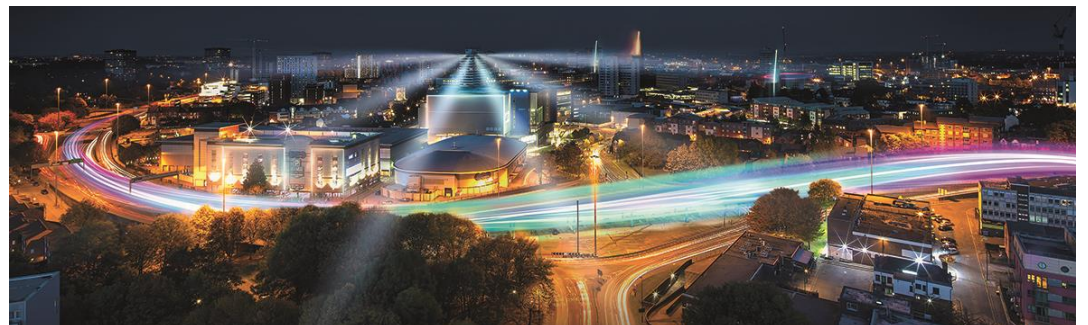
Director of Public Health And Wellbeing

Coventry City Council



Contents

Introduction to Coventry City Council	3
Public Health Coventry	4
Job description and person specification	5
Public Health structure	15
Our values	16
Working for Coventry City Council	17
Your rewards	18
Living in Coventry	19
The selection process	20



● Introduction to Coventry City Council

Coventry City Council provide hundreds of essential services to over 360,000 residents, with a workforce of over 6,500 staff including maintained schools.

We have a host of locations throughout the city offering collaborative workspaces for our employees to lead on the delivery of our objectives, with our main office spaces located in the heart of the city centre.

More than half of our staff work directly with the public delivering vital services such as; Care Workers, Social Workers, Occupational Therapists, Refuse Collection, Libraries Teams, Teachers and Youth Workers.

The recent investment and development in Coventry has breathed new life into the city. Winning the title for UK City of Culture 2021 has created a huge buzz and the regeneration that has already happened, and will continue to, has transformed the city centre and surrounding areas which will leave a lasting legacy. We were the European City of Sport in 2019 and have a vital role to play in the 2022 Commonwealth games for which we are proud to be a host city.

Our aims and objectives

As a council with improvement at its heart, we're committed to making life better for the people who live and work in Coventry. We're equally concerned with the quality of life enjoyed by our people, so by joining us, you won't just be helping the community, you'll be helping yourself too.

We genuinely believe that Coventry City Council is a special place. You will be joining during an exciting time to become part of a team that contribute to achieving our visions for the city and meeting the objectives set out in our One Coventry Plan.

The One Coventry Plan outlines the fundamental building blocks which we aim to put in place to help our city grow and people do well. Our staff and partners are dedicated to making the most of our opportunities to help improve people's lives, especially the most vulnerable. Our key strategies are;



Globally connected

Promoting the growth of a sustainable Coventry economy. Our initiatives include our tourism strategy, sports strategy, local plan and cultural strategy.



Locally committed

Improving the quality of life for Coventry people. These are our key strategies focusing on children and young people, education, health and wellbeing, Marmot, social care, waste, recycling and street scene.



Delivering our priorities

With fewer resources, making the most of our assets and working with residents, communities and partners, enabling people to do more for themselves.

Find out more

To find out more about Coventry City Council, our One Coventry Plan and view our full range of services please visit [our website](#).

Public Health Coventry

Coventry City Council's Public Health and Wellbeing Services work across the Health and Care system, wider public and voluntary sector to work towards continually improving areas such as;

- Reducing Health inequalities by understanding and mitigating the impact on specific groups i.e. ethnic minorities or vulnerable households.
- Leading and improving the health of Coventry's population through wider Public Health campaigns, ensuring the effectiveness and access to health and care services for the Coventry population.
- Planning the delivery of health services and health improvement services through the production of Joint Strategic Needs Assessment (JSNA) and the development of strategic plans.

The Public Health team commissions and delivers a wide range of services and programmes that tackle health inequalities and help people to live healthier lives including:

- Alcohol and drugs misuse strategy, treatment and recovery services
- Sexual health services including sexually transmitted infections and contraception
- Healthy lifestyles support with losing weight, getting more active, giving up smoking, cutting down on alcohol and improving your well being
- Physical activity strategy and projects including school-based exercise, parks and cycling

- Family health including health visiting, infant feeding, school nurses, teenage pregnancy support, family weight management and services supporting BME families
- Health protection strategy and services including air quality, blood-borne virus testing, screening and immunisations, infection control, emergency planning and outbreak management
- The Marmot City strategy, reducing health inequalities across the city
- Domestic abuse and sexual abuse strategies and support services
- Youth violence reduction

Find out more

Further reading material on Coventry City Council's Public Health and wellbeing service, including approach, strategic plan and public health landscape can be found within the documents below:

[Coventry Health and Wellbeing Strategy 2019 – 2023](#)

[Director of Public Health Annual Report 2020](#)

[Director of Public Health Annual Report 2019](#)

[View a full list of Public Health and Wellbeing information, policies, data and reports](#)

Job Description and Person Specification



Job Description

Job Title	Director of Public Health and Wellbeing		
Grade	D2		
Reports to	Chief Partnership Officer		
People Manager Responsibility	Yes		
Number of Reports	Public Health Team – 40 staff, Insight – 40 staff, Migration team – 30 staff		
Usual Base	One Friargate Coventry with regular travel across Coventry and the region		
Post Number	1021095	Job Number	



About Coventry City Council

Who we are: At Coventry City Council we are dedicated to making a positive difference to the services we deliver to the citizens of Coventry. The work we do improves people's lives – from helping them into work to providing clean and green places to live, to keeping people safe and protected.

As a Coventry City Council employee, you have our ongoing commitment to your growth and development with opportunities to work across multiple service areas including customer contact, public health prevention and education and skills, adults and children's services and provide support for the most vulnerable.

Our aim is simple – to be globally connected, locally committed, deliver our priorities with fewer resources whilst effectively managing our performance and measuring our progress.

Our Values: We expect everyone who works for us to be committed to our One Coventry values and to share our commitment to becoming a more diverse and inclusive organisation:



About the Service your team will provide

Purpose of the role

To support the Chief Partnerships Officer in developing and delivering a One Coventry approach to achieving corporate plan outcomes.

To be the Council's designated Director of Public Health & Wellbeing for improving the health and wellbeing of the residents of Coventry and provide expert advice on public health, health improvement and health protection.

As a key leader within the Coventry and Warwickshire Integrated Care System, translate national public health policy into local action by developing clear, targeted and long-term strategies to support improvements in health and reduce health inequalities.

To influence and work in partnership with other leaders in health and social care, education, housing, jobs, economic policy and infrastructure to shape services in ways that deliver maximum improvement in health and wellbeing and reduce health inequalities in line with our commitment as a Marmot City.

To lead a diverse range of services to achieve successful outcomes for the city and Council, inspiring others to give of their best.

Key Accountabilities

Main Duties and Responsibilities

Be statutory chief officer of the authority and the principal adviser on all health matters to elected members, officers and partners, with a leadership role spanning health improvement, health protection and healthcare public health and as such have responsibility for the health of the local population, for delivery of key public health goals. Be the chief source of public health leadership and expert advice on all aspects of public health; ensure that resources are brought to bear across the public sector to promote health and well-being for the whole community.

To be a visible system leader for health and wellbeing across Coventry, working with the ICS and Health and Wellbeing Board partners and neighbouring authorities to improve outcomes and reduce inequalities for Coventry residents.

Work closely with National and Regional Public Health Infrastructure at the local level and with the NHS to ensure high levels of local resilience and appropriate public health responses to the whole spectrum of potential problems, from local incidents and outbreaks to emergencies.

Use this professional system leadership role to optimise the contribution that the NHS and other partners can make to improve public health outcomes and reduce inequalities.

To be lead officer for analysing and interpreting the needs of our communities and for the delivery of Joint Strategic Needs. Assessment, Health and Wellbeing Strategy and an independent annual report on the health of the population.

Work closely with other Council senior officers to promote and protect health and wellbeing, tackle health inequalities, and play a lead role in the commissioning of health services and liaison with the Integrated Care System.

As part of the Corporate Leadership Team, work collaboratively with peers on all strategic matters to deliver the One Coventry Plan, encouraging a collaborative organisational culture focused upon improvement and high performance.

Lead on strategy development, policy planning and policy formulation as required of the statutory Director of Public Health & Wellbeing.

With regard to population health, provide public health expertise, advice and analysis to the Integrated Care System and the Health and Wellbeing Board and take a lead role in working with the Cabinet, elected members, council senior officers and partners to deliver the health and wellbeing strategy.

Actively promote asset-based approaches to enabling enhanced wellbeing, particularly for those parts of Coventry's community and City whose life chances are far lower than other communities/areas.

Represent Coventry at a regional, devolved level through collaborative campaigns, programmes and interventions aimed at protecting improving the health & wellbeing of the population.

Provide effective professional leadership, exercising overall responsibility for the management and performance of direct reports including their supervision of professional standards and competence, their management of individual performance and development and improvements to service delivery and practice.

Undertake the role of Caldicott Guardian to make sure that the personal information about those who use council services is used legally, ethically and appropriately, and that confidentiality is maintained.

To ensure insight, corporate intelligence, analysis and engagement activity are part of an integrated corporate resource which enables effective strategic and policy development.

To lead an integrated strategic commissioning process for the council working closely with other service directors, Warwickshire County Council and the Integrated Care System to achieve coherence for Coventry residents.

To take a strategic lead role in areas that encompass a remit wider than public health for example community safety, domestic abuse and newly arrived communities.

Be responsible for significant delegated financial budgets and resources ensuring they are allocated effectively for the delivery of high-quality services, in a manner that demonstrates value for money and compliance with relevant policies and procedures.

Be integral to the transformation of the City Council and public services across the city through the delivery of a One Coventry approach.

Any other duties and responsibilities within the range of the salary grade.

Management Responsibility

To be accountable for the Public Health Insight and Migration budget, incorporating Public Health Grant.

Line management responsibility, including revalidation where required for the following teams:

Public Health team of about 40 posts covering health inequalities, lifestyles, health protection, violence prevention and public health commissioning.

Insight Team totalling about 40 staff that responsible for corporate plan, public health intelligence and analysis, social care data analysis, community engagement, community resilience and equalities.

Migration team of about 30 posts supporting asylum seekers and refugee settlement programmes.

Any other allocated team as determined by the CEO.

Act as educational supervisor for any Public Health Trainees.

Statutory Responsibility

The Director of Public Health is the system leader for improving the health and wellbeing of residents, reducing inequalities in health outcomes and protecting local communities from public health hazards (infectious diseases and environmental threats). As such, the Director of Public Health is a statutory chief officer of the authority and the principal adviser on all health matters to elected members, officers and partners, with a leadership role spanning health improvement, health protection and healthcare public health. Section 73A(1) of the NHS Act 2006, inserted by section 30 of the Health and Social Care Act 2012, gives the Director of Public Health responsibility for:

- all of their local authority's duties to improve public health
- any of the Secretary of State's public health protection or health improvement functions that s/he delegates to local authorities, either by arrangement or under regulations – these include services mandated by regulations made under section 6C of the 2006 Act, inserted by section 18 of the 2012 Act
- exercising their local authority's functions in planning for, and responding to, emergencies that present a risk to public health
- their local authority's role in co-operating with the police, the probation service and the prison service to assess the risks posed by violent or sexual offenders
- such other public health functions as the Secretary of State specifies in regulations
- producing an independent annual report on the health of local communities

In order to deliver their responsibilities on behalf of the residents of Coventry the DPH will need to be a visible system leader in the health and wellbeing partnership arrangements. The DPH will be expected to use all the resources at their disposal to ensure that the local public health system is able to tackle the full range of determinants of health affecting communities in Coventry. Working with local communities, he/she should be able to inspire development of innovative solutions that support improvements in health and wellbeing and reduction in health inequalities whilst at the same time maintaining the confidence of Councillors and government.

Standard Information

Post holders will be accountable for carrying out all duties and responsibilities with due regard to Code of Conduct, Safeguarding, Health & Safety and the City Council's Workforce Diversity and Inclusion Policies.

Duties which include processing of any personal data must be undertaken within the corporate data protection guidelines.

Smoke Free

The City Council is Smoke - Free. Smoking is not permitted on any of our premises or the surrounding land including car parking facilities.

Training

The postholder must attend any training that is identified as mandatory to their role.

Faculty of Public Health: competencies expected of all public health consultants / specialists: All consultants irrespective of their background are expected to be proficient in the competencies set out below

- I. Use of public health intelligence to survey and assess a population's health and wellbeing
To be able to synthesise data into information about the surveillance or assessment of a population's health and wellbeing from multiple sources that can be communicated clearly and inform action planning to improve population health outcomes.
- II. Assessing the evidence of effectiveness of interventions, programmes and services intended to improve the health or wellbeing of individuals or populations
To be able to use a range of resources to generate and communicate appropriately evidenced and informed recommendations for improving population health across operational and strategic health and care settings.
- III. Policy and strategy development and implementation
To be able to influence and contribute to the development of policy and lead the development and implementation of a strategy.
- IV. Strategic leadership and collaborative working for health
To use a range of effective strategic leadership, organisational and management skills, in a variety of complex public health situations and contexts, dealing effectively with uncertainty and the unexpected to achieve public health goals.
- V. Health Improvement, Determinants of Health, and Health Communication
To influence and act on the broad determinants and behaviours influencing health at a system, community and individual level.
- VI. Health Protection
To identify, assess and communicate risks associated with hazards relevant to health protection, and to lead and co-ordinate the appropriate public health response.
- VII. Health and Care Public Health
To be able to improve the efficiency, effectiveness, safety, reliability, responsiveness and equity of health and care services through applying insights from multiple sources including formal research, health surveillance, needs analysis, service monitoring and evaluation.
- VIII. Academic public health
To add an academic perspective to all public health work undertaken. Specifically, to be able to critically appraise evidence to inform policy and practice, identify evidence gaps with strategies to address these gaps, undertake research activities of a standard that is publishable in peer reviewed journals and demonstrate competence in teaching and learning across all areas of public health practice.
- IX. Professional, personal and ethical development
To be able to shape, pursue actively and evaluate your own personal and professional development, using insight into your own behaviours and attitudes and their impact to modify behaviour and to practise within the framework of the GMC's Good Medical Practice (as used for appraisal and revalidation for consultants in public health) and the UKPHR's Code of Conduct.
- X. Integration and application for consultant practice
To be able to demonstrate the consistent use of sound judgment to select from a range of advanced public health expertise and skills, and to use them effectively, working at senior organisational levels, to deliver improved population health in complex and unpredictable environments.
The DPH as a public health leader is expected to have both the technical expertise as well as the ability to use those techniques to both, lead and support the development of complex solutions to improve the health and wellbeing of local communities. In addition, they are expected to have skills and the attitudes to be able to present the results of applying their technical expertise so that they are understandable and stimulate actions by a range of individuals and organisations.

Person specification

Experience

Experience of working in senior public health roles with a track record of delivering public health improvements.

Evidence of being able to add public health values to corporate agenda.

High level programme management skills.

Experience of working in complex political and social environments.

Experience of establishing and promoting clear public health vision aligned to the corporate business strategy and consistent with government policy.

Experience of successful working with local authority elected members.

Skills and Abilities

Strategic thinker with proven leadership skills.

Developed staff management skills; providing clear vision and objective setting and willingness to tackle sub-optimal performance.

Evidence of management of a significant budget.

Excellent verbal and written communication skills, able to persuade and influence stakeholders in a political environment (including confidence in dealing with the media and the public).

Ability to respond appropriately in unplanned and unforeseen circumstances.

Ability to design, develop, interpret and implement policies.

Knowledge

High level of understanding of epidemiology and statistics, public health practice, health protection, health promotion, health economics and health care evaluation.

Full understanding of and commitment to addressing relationships and cultures of organisations that impact on the wider determinants of health.

Knowledge of methods of developing clinical quality assurance, quality improvement and evidence based clinical and/or public health practice.

Understanding of interfaces between health and care.

Understanding of social and political environment.

Appreciation of the Public Health system across health, local authority and other sectors.

Educational

Inclusion in the GMC Specialist Register/GDC Specialist List or UK Public Health (Specialist) Register (UKPHR).

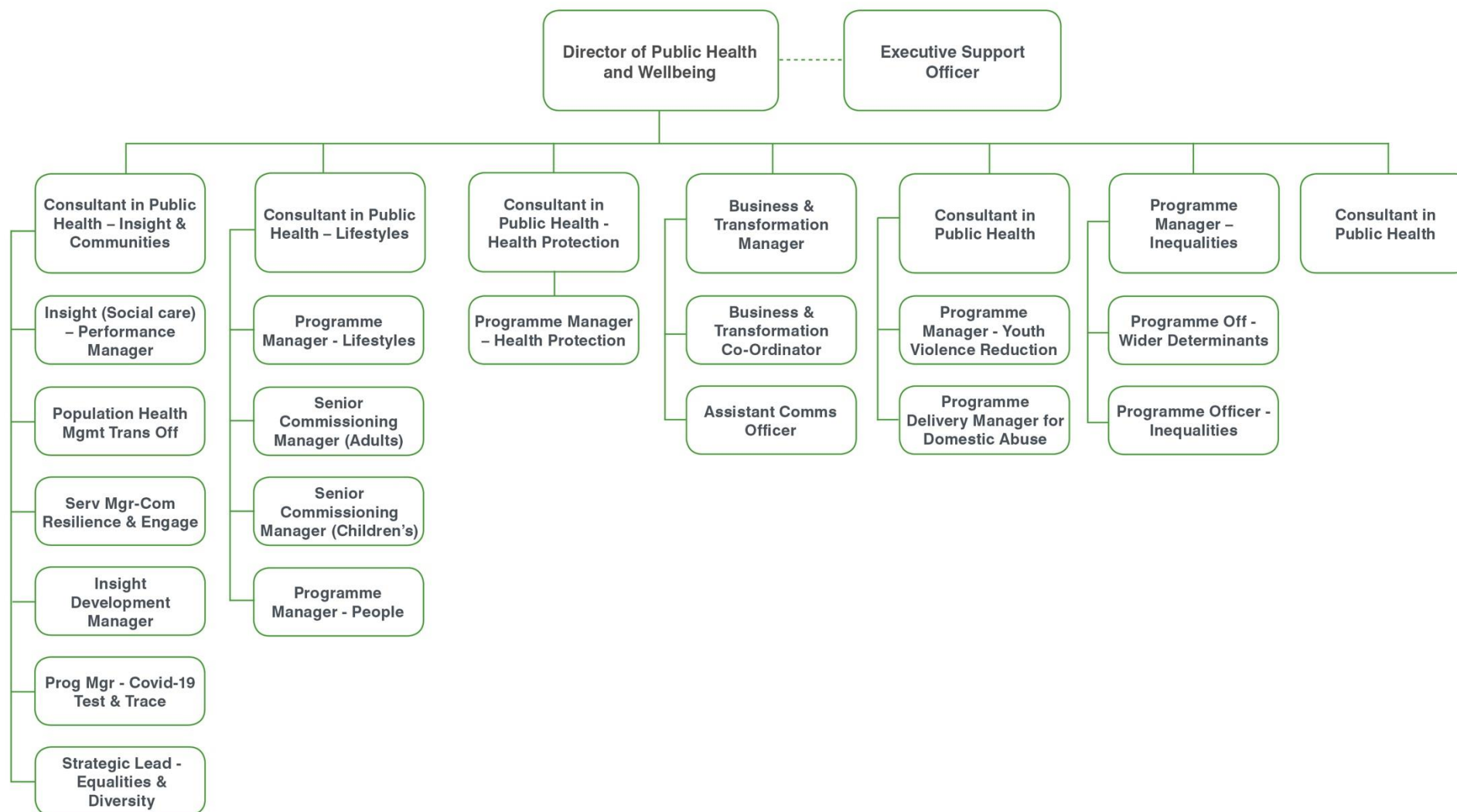
Public health specialist registrar and specialist trainee applicants who are not yet on the GMC Specialist Register/GDC Specialist List in dental public health/UKPHR must provide verifiable signed documentary evidence that they are within 6 months of gaining entry at the date of interview ; all other applicants must provide verifiable signed documentary evidence that they have applied for inclusion in the GMC/GDC/UKPHR specialist registers.

Applicants must meet minimum CPD requirements (i.e. be up-to-date) in accordance with Faculty of Public Health requirements or other recognised body.

Special Requirements

This post is exempted under the Rehabilitation of Offenders Act 1974 and as such appointment to this post will be conditional upon the receipt of a satisfactory response to a check of police records via Disclosure and Barring Service (DBS).

Public Health structure



• Our values

Our One Coventry Values journey

Work to create the 'One Coventry Values' commenced in early 2020 with the launch of the HR People Plan. One of its key aims was to develop, introduce and embed a set of organisational values for One Coventry.

Our 'One Coventry Values' have been co-created with the support and input of all employees across the Council so they are reflective of how we want to be represented both as colleagues and to the wider community. We want to ensure there is clarity of purpose through the Council's vision of our One Coventry Values and Behaviours; putting diversity and inclusion at the heart of everything we do. Moving forward the values will become an integral part of our: Reward Strategy, Appraisals, Recruitment, Attraction and Onboarding, Recognition and Development and Employee Engagement.

Our values

Our values define us as an organisation and influence everything we do and how we treat each other. We recognise the crucial role each and every one of us plays in helping to achieve our goals. We want Coventry City Council to be an inclusive workplace where people know they are valued and feel empowered in their roles to achieve excellence for our customers and communities.

To achieve this, we have committed to the following six values:



• Working for Coventry City Council

Salary and Terms and Conditions

This post is offered on a full-time permanent contract.

This post is within the D2 pay scale with a salary between £110,977 - £120,246. Coventry City Council starting salary guidance sets out that all new employees will join on the pay grade minimum. Exceptions to this will be reviewed on a case by case basis and will consider existing remuneration as part of the decision making process to award a higher starting salary. Yearly incremental rises within the pay grade will apply.

CCC make all salary payments on the final day of each month, unless this falls on a weekend or public holiday.

29 days annual leave are provided (excluding Bank Holidays) this rises to 32 days following 5 years of service.

The post holder will be subject to a 3 months' notice period. The appointment is subject to the acceptance of the employee code of conduct.

Political Restrictions

This post is politically restricted meaning that the post holder cannot stand for public elected office and will be subject to further restrictions on more general political activity.

Sickness Provision

Coventry City Council has a policy on Promoting Health at Work, with provisions depending on the length of service and circumstances relating to sickness. After 5 years of services the entitlement rises to 6 months' full pay and 6 months' half pay.

Pension

The Local Government Pension Scheme is the occupational pension scheme applicable to this employment. Any post holder under the age of 75 and with a contract of longer than 3 months will be automatically enrolled into the scheme, those wishing to opt out will be able to do so. More information on the pension scheme will be provided upon offer of employment.

Relocation Package

An excellent relocation package up the amount of £8,000 is available for employees relocating to take up the post, this covers a variety of fees including; legal fees, estate agency fees, travel, lodging etc. Please contact the Resourcing Team to learn more about relocation packages.

Training and Development

Coventry City Council is dedicated to supporting all of our staff to reach their full potential, to assist this we have a robust training and learning offering which includes;

- Corporate induction
- Mandatory training
- Annual appraisals and development plans
- Access to Management and Leadership Courses
- Access to a wide variety of courses using the apprenticeship levy.

• Your reward package

#MYREWARDS



MY MONEY | MY LIFESTYLE | MY FUTURE

MY CASH

- Competitive salary
- Pay progression through multiple increments
- A generous pension scheme of up to 12.50%
- Additional role-related allowances
- Up to £8,000 relocation package
- Professional subscription fees paid for



MY TIME

- Generous annual leave allowance (29 days+)
- Flexible working arrangements supporting work-life balance
- Annual leave purchase scheme

MY WAY

- Car Salary sacrifice scheme
- Cycle to work
- Online Bike Shop
- Home Electronics
- Maternity, paternity and adoption leave
- Workplace parking scheme
- Interest free travel loans
- Payroll giving scheme

MY VOICE

- Recognised Trade Unions and active membership
- Employee Networks - BAME, LGBTQ, Disabled Employee Network, Generation CCC and Women's Employee Network
- 'Let's Talk' sessions



MY OPPORTUNITIES

- Learning & development
- Professional subscriptions and certified courses
- Extensive training with links to universities
- Regular supervision and manager support
- A clear career and progression structure

MY HEALTH & WELLBEING

- Award-winning occupational health team
- Employee Assistance Programme (EAP)
- In-house Counselling service

MY SAVINGS

- Generous local government pension scheme
- Coventry & District Credit Union
- Pre-retirement courses

MY DISCOUNTS

- Local and partner discounts through our Privilege card
- Childcare subsidy scheme
- Go CV
- Lifestyle Savings
- FREE parking for social work practitioner *



MY AWARDS

- Long Service Awards
- #Unsung Heroes – employee recognition scheme



• Living in Coventry

Coventry is a lively, multicultural city, which embraces old and new. Around the modern city centre there are traces of history everywhere – in the old city walls, the timber-framed buildings and the reconstructed medieval Spon Street. But Coventry has always had an eye on the future and is now firmly focused on regenerating and re-inventing itself to meet the challenges of the 21st Century. With major developments and new projects taking place right across the city, Coventry is the place to be!

There's a huge buzz about the city – Coventry ranks as the 8th best city to live, work and do business in the UK, and is the UK City of Culture 2021! We believe this will help put Coventry on the map for all the right reasons. You can feel the sense of local pride throughout the city as we build upon this momentous year. It also offers a unique, once-in-a-lifetime opportunity to those joining us to play their part in it.

Find out more

[Learn more about working and living in Coventry.](#)



Coventry's population estimate for mid-2019 was

371,521

- Coventry is the **9th largest** city in England in terms of population.
- Over the last 10 years, Coventry's population has grown by a fifth, over 60,000 additional residents. This is the second fastest 10-year growth rate of all local authority areas outside London.
- In 2019 it is estimated that the population of Coventry increased by **4,700** - making it the 33rd fastest growing local authority areas in the UK out of 379. So, while population growth in Coventry wasn't as high as in previous years, it has been the fastest growing local authority area outside of London, it remains amongst the fastest growing 10% of local authorities in the UK.
- The main factor contributing to population growth in Coventry is international migration.
- The growth of the city's two universities has been a factor in recent population growth, but is by no means the whole story.
- Coventry is a young city with a median age of residents of **32 years**, notably lower than the England median 40 years.
- The significant student population in Coventry has contributed to a large proportion of the population aged **18-24, this age group makes up 14.3%** of Coventry's residents compared with the England average of 8.4%.
- In 2019 the population of **0-15 year olds increased by 1.0%** (about a sixth of all the population growth in 2019 was amongst children)
- 28 Lower Layer Super Output Areas** (LSOAs) in Coventry are the most 10% deprived in England (14.4% in Coventry compared to 10% across England overall)
- Education standards have improved in Coventry, with 94% of primary and 74% of secondary students attending a good/ outstanding school; and fewer young people not in education, employment or training [10]. Coventry is home to two universities and the proportion of students coming from outside the European Union is growing.
- Coventry benefits from diverse surroundings, its central location allows access to the metropolitan buzz of local cities such as Birmingham and Leicester whilst also being in close proximity to historical towns such as Warwick, Leamington Spa, Stratford-upon-Avon and Kenilworth. The city and its surrounding areas contain a range of open spaces, parks and nature reserves with areas of outstanding natural beauty such as the Cotswolds around an hour away.
- The average house price in Coventry as updated in April 2021 is £185,000, offering more affordable housing in comparison to the wider West Midlands region whilst retaining convenience to major cities and travel routes.

• The selection process

How to apply

All applications will be received via our Applicant Tracking System TribePad, when you click 'apply' you will be re-routed to the system whereby you will need to create a short profile to begin your application.

All applicants will be required to provide a copy of their CV and a supporting statement outlining their suitability for the post based on the Person Specification.

All applications will be scored based on the suitability to the person specification using the same points scoring system.

If you would like to learn more about this opportunity or confidentially discuss any aspect of the role, please feel free to contact Sam Griffin (Resourcing Manager) on sam.griffin@coventry.gov.uk or 024 7697 6871.

Closing date

The post will close at midnight on Thursday 21st October 2021. No further applications will be accepted after this time.

Guaranteed Interview Scheme

Coventry City Council is committed to the employment and career development of disabled people and will guarantee to interview anyone with a disability whose application meets the minimum criteria for the post.

Selection process

If you are successfully shortlisted for this position you will be invited to an interview consisting of members panel and officer panel on the 4th November 2021.

Interviews are scheduled to be conducted face-to-face, Coventry City Council will take all measures to ensure the safety of applicants and staff throughout the interview process in line with current COVID-19 guidance.

In the event of changes to public guidance on meeting face-to-face, we may need to change to remote interviewing, we will keep you up to date on any changes with as much notice as possible.

Equality and diversity

Coventry City Council is committed to a policy of equal opportunity for all staff. We will not discriminate on grounds of gender, gender identity, race, disability, sexual orientation, religion or belief, age, those with caring responsibilities, part time workers or any other factor irrelevant to a person's work.

We encourage a diverse workforce and aim to provide a working environment where all staff at all levels are valued and respected, and where discrimination, bullying, promotion of negative stereotyping and harassment are not tolerated.

Assessment for recruitment, selection, appraisal, training and career progression purposes is based both on the individual's ability and suitability for the work. We are committed to providing all staff with opportunities to maximise their skills and achieve their potential, offering flexible working arrangements wherever possible.

As Local Authorities have statutory duties placed on them that require them to promote equality of opportunity and eliminate unlawful discrimination. We expect all staff to assist the department in meeting these obligations. All staff should have due regard for the need to promote good relations between individuals from different groups and work towards achieving equality of opportunity for all.