

Social Value Action Planning Tool

Action Plan for Cintra Language Services Group Limited

We have used your prioritised statements to suggest some actions you could consider to maximise your social value contribution. If you are already taking action you can provide more information that will be shared with your customers to celebrate your contribution. You can remove actions if they are not relevant or add your own actions to this list. Your action plan is likely to form part of discussions during contract review meetings. We encourage updating of your progress on these actions, at least every 2 months and to add evidence that demonstrates how you are demonstrating progress and improvement. If you wish to share access to this action plan with colleagues within your business and/or your clients, please use the 'Share' button at the bottom of the page.

Environmental Impacts

Actions you select here will demonstrate how effectively you consider your environmental impacts. Add evidence of how you manage your environmental performance. Select actions from this list that you have in progress, are ready to start or have already completed.

Your issues

1 Our business activities use natural resources (energy, water, mined materials, plant or animal products)
 All businesses use natural resources. From the energy we use for power to the materials we rely on every day, we are using finite resources that are often damaging to produce or extract. It is important to use resources responsibly opting for renewable or sustainable options where possible. Select this issue to explore actions to help you think about understanding and managing resources or to provide information about how you already do this effectively.

Your action plan

→ **Understand your resource use** Completed
 Even the simplest audit will help you identify the things your business uses so you can consider if you can use less or buy more responsibly. For some things you may need a little help; a [\[smart meter\]](https://www.britishgas.co.uk/busin...) <https://www.britishgas.co.uk/busin...> for example could help monitor energy use, tackle consumption and help you save money.

Evidence

-Tracking spreadsheet -ISO 14001 compliance and audit

Be efficient with resources Completed

All businesses rely on natural resources to keep them running. Whether you are boiling a single kettle, running a factory or managing a fleet there are ways to minimise environmental impacts and save money. Examine your business processes to see where you can [\[be more efficient\]](https://www.bitc.org.uk/report/a-g...) <https://www.bitc.org.uk/report/a-g...> and make a plan to do more with less.

Evidence

Workplace sustainability initiatives. -Turn off lights -Check gas/electricity meter reading each month + spreadsheet -Staff newsletters regarding better resource management -hybrid working model and rota -timers and automation

Measure your progress Completed

If you are committing to reducing your energy, water or other natural resources you will need to measure changes in usage over time to engage your staff and also communicate with your customers. Ensure your plans include details of how you measure and monitor your progress over time.

Evidence

Tracking spreadsheet for gas/electricity

Report your resource efficiency In progress

Reporting your approach to resource efficiency should be part of your communications with customers and other stakeholders. You could make this Action Plan publicly available by clicking the 'share' button to generate a link to you plan you could add to your website.

Spend to save Completed

[[Reducing the natural resources]] <https://www.carbontrust.com/resour...> your business uses may require investment. Developing plans to use fewer or renewable resources will save money, reduce reliance on unsustainable materials and demonstrate responsible business practice. Payback periods for investments are shortening and it is worth reviewing the feasibility of investment regularly. You may also be able to access an [[interest-free loan]] <https://prod-drupal-files.storage...>

Train for resource efficiency In progress

Using fewer resources is often something that relies on everyone adapting their approach. Ensure you communicate the importance of resource efficiency by providing staff with access to training. Remember that your staff are usually best placed to help you identify efficiencies - and save you money! If you are a team of one then tell your customers about how you work to reduce your environmental impacts.

2 Our goods (or our people) travel

Whether your people or your goods travel there are impacts on health and wellbeing, the environment and, of course, the bottom line! Select this issue to explore actions suggesting sustainable travel options for your business or to provide information about your existing activities in this area.

→

Understand the travel impacts of your business Completed

Determine what moves from A to B as part of your business operations and exactly how things are transported. This will help you develop a baseline for your sustainable travel plan or simply help you make the most obvious changes to your business practice. Even if road travel is critical to your business efficiencies are possible. [[Read about Eco-driving]] <http://www.energysavingtrust.org.u...> or explore [[energy efficient products.]] <http://www.energysavingtrust.org.u...>

Evidence

-Mileage analysis for Cintra staff and contractors

Explore your sustainable travel options Completed

An efficient and responsible business will be striving to reduce dependence on polluting vehicles, exploring low carbon options and sourcing goods and services locally where possible. This will have environmental benefits, promotes health and wellbeing as well as impacting on your bottom line. Start by considering if the need for travel is business critical and then explore the most sustainable options that meet your needs. Useful starting points for your planning include [[Sustrans]] <http://www.sustrans.org.uk/> and the [[Energy Saving Trust]] <https://energysavingtrust.org.uk/b...>

Evidence

-Cycle to work scheme available promoting a healthy lifestyle -Remote working

Offer sustainable travel options Completed

Whether updating your fleet, encouraging lift sharing or remote working for your staff or incentivising certain kinds of travel there are ways to make travelling sustainably part of your culture. Highlighting public transport options for your visitors, having somewhere for staff to store bikes securely or considering a government-supported [[cycle-to-work scheme]] <https://www.gov.uk/government/publ...> might all be ways you can support sustainable travel. Try to extend the range of sustainable travel options you promote over time and think about linking to regional plans where possible.

Evidence

Cycle to work offered to one staff member. Organization-wide hybrid working policy is in place.

Share sustainable travel stories Not started

Sharing positive stories helps create a positive culture either among your staff or with your customers. You can use them to demonstrate how new behaviours are being encouraged and report on benefits. Even the smallest initiatives can be an excuse to tell a positive story about your business!

3 Our business generates different types of (non-food) waste, implementing resource efficient and circular solutions to this is important to us

Excellent businesses understand their waste streams and take steps to manage them proactively. A 'circular' approach to waste considers how to manage resources efficiently so waste is reconsidered and redirected if possible before it is recycled. Waste may also actually be a procurement issue; looking at purchasing choices to reduce waste at source can result in less waste being produced (which would reduce associated waste disposal costs). Select this issue to explore actions relating to efficient management of your non-food waste or to provide information about how you already do this effectively.

→ **Understand your waste streams** **Completed**
Understanding the waste your activity produces and why it is produced is an important first step to reducing it. There are a[[range of tools]] <https://www.europarl.europa.eu/EPR...> that can help you with this process.

Engage for waste reduction success **In progress**

Helping your staff, customers or other stakeholders understand how you are trying to [[reduce waste]] <https://www.bitc.org.uk/report/a-g...> will help them to help you. Encouraging re-use or sharing can create a culture of efficiency and reduce running costs. Consider who can help think about waste at the point of purchasing to reconsider use of disposables or to avoid over-ordering. Training staff on waste reduction is also a great way to get them involved.

Evidence

-Reusable coffee pods -Organization-wide recycling initiatives (paper, electronics, IT equipment) -Paperless office -Think before print

Plan for waste reduction **Completed**

Understanding your waste streams will help you work out how to reduce the amount you produce. This could mean buying different products, finding ways to re-use certain items or increasing recycling rates. Having a [[plan to reduce waste]] <https://www.bitc.org.uk/report/a-g...> will help you monitor progress and you can share it with others.

1 We are keen to communicate our environmental or sustainability commitments and performance

Having sustainability policies and plans embedded within your business provides an opportunity for you to communicate your ambition and progress. This might help you demonstrate leadership in your sector, align with your customers' values or simply enhance your position in the marketplace. Select this issue to explore ways to communicate your sustainability journey or to share your existing good practice.

→ **Demonstrate progress against this Action Plan** **In progress**
At least one of your customers has encouraged you to use this tool to generate an Action Plan. The simplest way to keep them informed is to update it regularly with your progress. You can also use the 'EXPORT PLAN' button at the bottom of the page to send it directly to individuals, such as potential new customers. You could also add it to your website, if you have one, to make a more public statement.

2 We are keen to manage our response to the challenge of sustainability in a structured and transparent manner

How an organisation manages its response to sustainability is an important indicator of its commitment. It also demonstrates an understanding of how sustainability interacts with core business practice. Governance structures need to include sustainability, which may require adapting them or even creating new ones. A well-developed governance structure usually makes it easier to set targets and report on and celebrate your sustainability activities.

→ **Establish a governance structure to strategically manage your commitment to sustainability** **Completed**
Your governance structure will depend not only on the size and scale of your business but also how it is structured. Governance can range from a small group of staff to external committees with dedicated staff. It is also acceptable to embed sustainability into existing governance structures. Consider diversity and inclusion as part of developing your governance structures to ensure a range of voices are heard and scrutiny comes from a range of perspectives.

Evidence

-ISO 9001 compliance and audit -EQ-D and Sustainability forms part of Senior Management meetings -Sustainability is part of Cintra's KPI, EMS, QMS objectives

3 We set (or want to set) targets to improve our sustainability performance

Setting clear, measurable targets is an important element of any organisation's commitment to sustainability. Targets to reduce your negative impacts will be important but a more holistic view will also demonstrate your commitment to society and the economy. Select this issue to consider how best to use targets in your business or to capture how you already do this effectively.

→ **Share stories of your business** *In progress*

A simple blog post, a conversation with your customers or an update on your website is enough to share your progress, large or small. Think about developing a [\[\[case study\]\]](https://www.breeam.com/case-studie...) <https://www.breeam.com/case-studie...> to showcase your work. Even the smallest initiative can be an excuse to tell a positive story about your business.

Develop an environmental or sustainability policy *Completed*

[\[\[A policy\]\]](http://www.netpositivesupplier.co...) <http://www.netpositivesupplier.co...> is a simply written statement outlining your organisation's commitment to managing environmental or sustainability impacts. It outlines the key areas of your business you hope to improve and so can include environmental, social and/or economic considerations and targets. You could use this Action Plan as the basis of your policy as it provides an overview of sustainability areas for you to focus on.

Evidence

-Environmental Policy

4 We are keen to strengthen our commitment to carbon reduction in the light of the climate emergency

The UK Government has legislated for 'net zero' greenhouse gas emissions to help halt climate change. Leading businesses are making their own commitments to achieving net-zero and making plans to reduce their carbon emissions. This is a complex and long-term ambition requiring appropriate planning and investment.

→ **Understand the carbon impact of your business** *Completed*

Understanding the carbon impacts of your business operations is an important first step in developing an action plan to help you manage and reduce them. Broadly this means looking at the energy you consume, travel and transport, waste production the type of catering you provide and the impact of the products you purchase. This activity is the first step in developing a carbon action plan. You can also use a [\[\[carbon calculator tool\]\]](https://www.carbontrust.com/resour...) <https://www.carbontrust.com/resour...> such as this one from the Carbon trust

Achieve carbon reduction certification (Carbon Trust Standard, Planet Mark or equivalent) *In progress*

It may be appropriate for your organisation to obtain certification that provides assurance in relation to your carbon reduction activities. Organisations, operations and products can all be certificated, consider which might be relevant to your context. The [\[\[Carbon Trust\]\]](https://www.carbontrust.com/what-w...) <https://www.carbontrust.com/what-w...> might be a good place to start this exploration.

Evidence

-Carbon Neutral project

Consider carbon offsetting *In progress*

Important! It is best to look at carbon offsetting after you have reduced your carbon footprint as much as you can first. Carbon offset schemes allow individuals and companies to invest in environmental projects around the world in order to balance out their own carbon footprints. The projects are usually based in developing countries and often designed to reduce future emissions. However there are also options around offsetting projects locally to support the communities where you are based. For a fuller overview please see this [\[\[briefing note\]\]](http://www.netpositivesupplier.co...) <http://www.netpositivesupplier.co...> NETpositive Futures has produced.

Evidence

-Carbon Neutral project

Develop and implement a carbon action plan *In progress*

A carbon reduction plan will enable you to demonstrate your commitment to de-carbonisation and evidence that you are responding to the climate challenges in a focussed way. It will detail your key impact areas and detail your plans to reduce them. Use this [\[\[editable template\]\]](https://assets.publishing.service...) <https://assets.publishing.service...> to get you started.

Generate your own energy Not started

An increasing number of larger organisations are making commitments either to source 100% of their energy from renewables or to generate their own. Consider the feasibility of [[generating your own renewable energy]] <http://www.netpositivesupplier.co.....>

Provide carbon literacy training for staff Not started

Changing staff behaviours is at the heart of reducing carbon emissions (particularly in the short-term). Providing meaningful training and support for staff so they can become carbon literate and understand carbon impacts as they relate to your organisation will help them take action. Many organisations are exploring the [[carbon literacy project]] <https://carbonliteracy.com/> as a way forward.

Reduce your carbon footprint through food choices Completed

The food we consume comes with a large carbon impact across the whole life cycle of our food, from ground to plate. Whilst we should not try to control the diet of our staff we can reduce the carbon footprint of the events we might host or on-site catering facilities. This might be as simple as providing meat free options or plant based meals. Have a look here for more information on the [[carbon impact of food]] <https://www.bbc.co.uk/food/article...> The University Caterers Organisation (TUCO) has developed a [[free tool]] <https://www.tuco.ac.uk/ghgcalculat...> to calculate the greenhouse gas footprint of your menu choices.

Evidence

N/A to our organization due to hybrid working with 20 staff members.

Report against your carbon reduction commitments Completed

Regular reporting of progress against carbon reduction commitments is recognised as good practice. This could include a mixture of progress against specific targets and [[case studies]] <https://www.centreforcities.org/ca...> and examples of projects.

Evidence

-Ongoing assessment and reporting through QMS/EMS objectives

5 Comply with all relevant legislation, especially the duty of care on waste management.

→

Comply with relevant legislation Completed

-Check legislation regularly -Enroll on sustainability newsletters -Check new initiatives for SME's

6 Provide appropriate services for recycling of cardboard, paper and other materials (where available), and encourage staff to use scrap paper for notes, printing reference material etc.

→

Inform Staff about recycling Completed

-Quarterly newsletter regarding best practices for sustainability and organization goals

7 Encourage car-sharing where practicable, for example, where two or more people are attending meetings etc.

→

8 Provide cycle racks at our premises and secure storage for outdoor clothing to encourage staff to cycle to work where possible.

→

9 Pay mileage allowance to interpreters who cycle to interpreting appointments.

→

10 Encourage interpreters to use public transport where appropriate.

→

Encourage interpreters to use public transport where appropriate In progress

-Send out newsletters to external contractors regarding sustainability

11 Make every effort to avoid excessive travel by booking the closest available appropriately qualified interpreter for each appointment.

→

Make every effort to avoid excessive travel by booking the closest available appropriately qualified interpreter for each appointment. In progress

-Monthly check on booking stats (location, int location, mileage, transport used)

Economic Impacts

Actions you select here will help you demonstrate how you contribute to a thriving economy. Select actions from this list that you have in progress, are ready to start or have already completed.

Your issues

Your action plan

1 Political, economic and social uncertainty are real risks for our business

The business landscape is never static but during periods of significant change planning effectively can be challenging. Adaptability and resilience are vital elements of survival but also enable pro-active businesses to spot opportunities that will also help them thrive. Select this issue to explore ways to ensure business resilience or share your existing approaches.

- **Use your size to be responsive and dynamic** In progress
 The beauty of a small business is that it can be really responsive to changes in circumstances. Make sure you are using your size to full effect by accessing [[business support]] <http://www.greatbusiness.gov.uk/> that is specifically tailored to your context, especially if you have ideas for growth or innovation.

Evidence

-Management meetings

Enlist some support to help you navigate change In progress

Businesses tend to struggle with similar issues. Explore ways to learn from the lessons of others, network to build a support mechanism and consider how partnerships or collaborations could support business resilience. You (or your staff) might consider [[mentoring]] <http://www.mentorsme.co.uk/> as a useful starting point.

2 We need to grow and learn from the Coronavirus crisis

The global pandemic changed the world very quickly with effects likely to be felt for some time to come. Periods of change can provide opportunities for reflection, learning and improvement.

- **Undertake market research to re-evaluate customer needs** Completed
 The global pandemic has changed individuals as much as organisations. Considering how your customer needs have altered or whether attitudes have shifted is likely to be a useful activity.

Review workplace practice and policies Completed

Even if your organisation was not forced to adapt to recent changes it is worth considering if best practice has shifted during this period of change. A review of workplace process and practice to consider this is likely to be a useful starting point.

Evidence

-Covid support for staff -Hybrid and remote working available -Covid-19 Policy -Working from home support (equipment etc.) -Office reorganization

1 We keep up to date with new technology or approaches to working so we can identify innovation or gains in efficiencies

New technologies or innovative approaches are often crucial to positioning and competitiveness. A responsible business understands the benefits that come from being efficient with resources.

- **Keep up-to-date with new developments within your sector** Completed
 Businesses should make an effort to seek out new innovations within their sector, especially in relation to resource efficiency. Are there new options that can future-proof your company from rising costs? Are your customers keen that you offer new and improved products and services. Keeping up-to-date can be crucial.

Evidence

-Callswitch -MS Teams -Online planning and collaborating platforms -remote log in -project management

2 We are keen to employ and support apprentices

- **We are keen to employ and support apprentices** Completed
 -Cintra apprenticeship initiative

3 We are keen to deliver social innovation for our customers

Innovation is required to respond to an uncertain future. Whether this is the re-shaping of a post-pandemic world or responding to challenges presented by the Climate Emergency. Exploring innovation and sharing learning is an essential part of responsible business.

- **Develop socially innovative approaches to benefit people, communities, and the environment.** Not started
 [[Social innovation]] <https://www.socialenterprise.org.uk/> that benefits people, communities and the wider society are highly sought by customers and especially those in the public sector. Develop plans and embed practice that supports innovation in your business model.

Develop case studies on existing examples of social innovation Not started
 Share [[examples of social innovation]] <https://www.socialenterprise.org.u...> in practice to both raise the profile of your activity and provide inspiration to others. Leaders continue to push the boundaries of excellent practice and share their approaches for community benefit.

4 We are keen to communicate with our customers

An effective and responsible business understands that customers can be your biggest supporters and so it is important to communicate openly and honestly with them.

→ **Understand that communication is a two-way process** Completed
 Find ways to ensure your customers can communicate with you and respond to the stories you are sharing with them. Social media can be a great way to establish dialogue with your clients but an old-fashioned feedback form can be just as effective. Think about what will work for you and your customers.

Evidence
 -360 feedback report -Monthly management/customer meetings -PAIT meetings

Ensure your staff can be responsive Not started
 Your staff are often at the front-line when it comes to communicating with your customers. Make sure that communications messages are disseminated clearly and effectively so that messages are consistent no matter which messenger is used. Training for front-line staff is likely to be essential to ensure this happens consistently.

5 We are always looking for ways to promote home and flexible working.

→ **We are always looking for ways to promote home and flexible working.** Completed
 -Organization-wide hybrid working model is in place -Flexible office/home working days

6 We are always looking for ways to win new business

All businesses need a strategy for future growth; financial sustainability is as important as environmental or social sustainability. Responsible businesses are just as keen to win new business, to grow and expand!

→ **Ensure your business is 'tender ready'** Completed
 Being pro-active about positioning your business to respond to tenders with fast turnaround times can be especially important to smaller organisations. The good news is there is [[help you can access]] <https://go4growth.co.uk/> to make this happen for your business.

Social Impacts

Actions you select here will help you demonstrate how you support people and communities. Add evidence of how your activity contributes to a strong society. Select actions from this list that you have in progress, are ready to start or have already completed.

Your issues

Your action plan

1 We could do more to engage and develop our staff

Engaged staff are assets to your business; when they understand what you are trying to achieve they can help make it happen. Sustainability is linked to staff development as it forms part of organisational process and practice.

→ **Make sustainability part of your staff development process and practice** Completed
 Clearly articulating your values and aspirations is a first step to ensuring everyone understands what is expected of them. Staff can then be supported to demonstrate how they put these into practice. Evidence could then be gathered and shared either formally or informally as part of your communications, performance review or reward processes.

Evidence
 -Staff induction -ISO compliance -Staff newsletters

2 We could do more work with smaller businesses and/or the Voluntary, Community and Social Enterprise (VCSEs) sector

Micro, small and medium-sized businesses (MSMEs) or those providing products and services as social enterprises add significant value to communities. Supporting them supports local employment and maximises community benefit.

→ **Review your procurement practices to support access by MSME and VCSEs** Not started
 The government has committed to making [[access to public contracts]] <https://openforbusiness.campaign.g...> easier for SMEs and civil society organisations Consider how your procurement processes could be updated to reflect this accessibility. This could include targeting marketing of opportunities so they reach this audience, streamlining your procurement processes or sharing examples of successful relationships with these organisations to promote your activity.

Implement an MSME and VCSE outreach programme Not started

Targeted outreach activity could include [[Meet the Buyer events]] [http://go4growth.co.uk/wp-content/...](http://go4growth.co.uk/wp-content/), networking opportunities, business clubs or similar engagement delivered to encourage attendance by MSMEs and/or VCSE organisations.

1 Core aim is to enable fair and equal access to public services for all.

→

2 Improving staff wellbeing and mental health is important to us.

Most businesses now consider health and wellbeing as part of their Health and Safety obligations. Creating a culture that supports strong mental health is especially relevant to workplace wellbeing and also has business benefits. Select this issue to explore actions to help you support staff health and wellbeing or to share your existing good practice in this area. Cintra provides counselling to all staff members and linguists free of charge.

→

Provide access to resources which support wellness and strong mental health In progress

Providing mental health resources in the workplace could save a life. The NHS signposts to a [[range of support]] <https://www.nhs.uk/conditions/stre...> and resources you could make accessible to staff or visitors.

Develop a 'Mental Health at Work' plan for your organisation Completed

Create a workplace culture that supports good mental health benefits for everyone. The human cost of poor mental health is considerable but there are also business costs associated with poor performance. The [[Stephenson Review]] <https://assets.publishing.service...> provides a comprehensive starting point with many no-cost or low-cost options that can be introduced to help support a thriving workforce.

Evidence

-Mental Health promotion through Cintra's staff newsletter
-Mental Health First Aider
-Free counselling for staff and linguists

3 We are interested in (or are currently) employing apprentices or providing work placements

Employing apprentices equips young people with vital skills and supports social cohesion within the local community. Your business may be able to get funding to pay for the training of an apprentice.

→

Provide short-term work placements Not started

Your business may be unable to support a full time apprenticeship programme but it could still offer work experience on shorter placements. Schemes are usually run locally so try your nearest College or University as a starting point.

Join an apprentice scheme Completed

[[Offering apprenticeships]] <https://www.gov.uk/employing-an-ap...> can be a great way for a business to grow talent and expand their staff base at low cost and risk.

Evidence

-Cintra's Apprenticeship Initiative

4 We make work accessible to people from all backgrounds (including disadvantaged groups)

Discriminating against potential job candidates, or employees based on the protected characteristics detailed in the Equality Act 2010 including: age, sexual orientation, gender, disability, race and socio-economic background leads to an unequal workplace environment and is breaking the law. An equitable workplace will generally have a high level of morale, which leads to better customer satisfaction.

→

Organise informal workplace talks around equality, diversity and inclusion

Completed

Inviting an expert speaker into your workplace can be an easy way to keep yourself up-to-date on what is important with regards to diversity. These can be linked to your industry and also support staff cohesion more generally.

Evidence

-Staff meetings
-Toolbox talk

Employ more people from disadvantaged groups *In progress*

Your business might be able to make a real difference locally by participating in [[work-experience schemes]] <https://www.princes-trust.org.uk/h...> with more challenging audiences. These might equip young people, ex-offenders or other disadvantaged groups with new skills at the same time as improving the local area. These include, [[armed forces veterans]] <https://www.ctp.org.uk/employers/e...>, long term unemployed, homeless employees, mothers returning to work, survivors of modern slavery.

5 Provide training sponsorship for interpreters and translators.

→ **Provide training sponsorship for interpreters and translators** *In progress*
-Review training initiatives -Check sponsorship budget

6 Supporting Community Groups on a local and national level.

→ **Supporting Community Groups on a local and national level.** *In progress*
-Evaluate booking reports on discounted assignments

7 Organise multiple CPD events for linguists throughout the year.

→ **Organise multiple CPD events for linguists throughout the year.** *In progress*
-Gather feedback regarding CPDs -DPS CPD fulfilment -Evaluate CPD attendance

8 Increasing awareness and promoting LGBTQ+ for linguists.

→ **Increasing awareness and promoting LGBTQ+ for linguists.** *In progress*
-LGBTQ+ Training and CPD -Recording accessible online

9 Providing language services to Solicitors at Legal Aid rates.

→ **Providing language services to Solicitors at Legal Aid rates.** *In progress*
-Check stats for compliance/support

10 Sponsorship of youth and community groups such as school's football teams in the areas where we operate.

→

11 Improving staff wellbeing and mental health is important to us

Most businesses now consider health and wellbeing as part of their Health and Safety obligations. Creating a culture that supports strong mental health is especially relevant to workplace wellbeing and also has business benefits. Select this issue to explore actions to help you support staff health and wellbeing or to share your existing good practice in this area.

→ **Provide access to resources which support wellness and strong mental health** *In progress*

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