

## STAFF ENGAGEMENT FORUM ACTION LOG

THEME	OBJECTIVE	ACTION	OWNER	STATUS
MENTAL HEALTH AND WELLBEING	<b>Commit to driving excellence in the field of mental health in the workplace</b>	A dedicated Mental Health and Wellbeing Advisor has now been appointed. There is a comprehensive plan in place which covers all aspects of wellbeing including training, promotion, accreditation and how we can embed this within everyday practice.	Andrea Harvey / Lawrence Howard	Complete
	<b>Managers need to be confident in spotting mental health issues arising and in discussing mental health with staff</b>	The Mental Health and Wellbeing Advisor is undertaking a rolling programme of general and thematic awareness sessions which could be incorporated into Staff, Management and On-Call Conferences. Work is planned to refine the wellbeing section of the appraisal document to ensure that it is fit for purpose.	Andrea Harvey / Lawrence Howard	In Progress
		Further work is required to determine how any mental health awareness could be incorporated more overtly into the Watch Manager Step Up Programme and in rolling out the use of resilience training and the HSE Stress Risk Assessor Survey tool to managers.	Lawrence Howard	In Progress
	<b>More support available for staff to recognise mental health issues and to access assistance</b>	A launch event was held to formally commence the Trauma Risk Management (TRiM) programme within the Service. Since the launch, there has been work undertaken to widen the cohort of practitioners to include fire staff and to widen the scope of TRiM to include scenarios beyond purely operationally traumatic incidents.	Lawrence Howard	Complete
		The Service's mental health network has been re-launched with a new group of mental health champions to raise awareness of mental health and wellbeing across the Service.	Lawrence Howard	Complete
		A mental health first aid training package is being developed to develop a cohort of trained mental health first-aiders. The intention is that over the course of the next 2 years, all staff, existing and new starters will be trained as mental health first aiders.	Lawrence Howard	In Progress
	<b>More awareness of the mental health support available through the Service</b>	A major programme of events were held across the Service to mark World Mental Health Day on 10 October 2019. This is now being scheduled as an annual event. Other related events will also be planned to keep the conversations around mental health going throughout the year.	Lawrence Howard	Complete
		A green bulletin article and intranet update is required to help promote the mental health support on offer from the Firefighters Charity.	Lawrence Howard	In Progress
		The 'Who Do I Turn To' campaign was launched in November 2018 and provided updated guidance on the range of support in place to promote dignity at work, including Safecall.	Neil Wilson	Complete
		The Mental Health and Wellbeing Advisor is undertaking a review of all mental health related content available online via the intranet, with a view to simplifying accessibility and refreshing content; and raising awareness of support available.	Lawrence Howard	In Progress
		As part of the work associated with the Steps talent management programme, plans are being made to develop a "Step Out" category that will recognise the issues associated around the ageing workforce and the impact that retirement can have on mental health. This will include additional support in the form of training and signposting for mental health support.	Andrea Harvey	In Progress
	<b>Use our buildings and spaces to</b>	While unfortunately not possible under the current budget for estates modernisation to implement green spaces within Service premises, there may be alternative routes for small projects through other funding routes e.g. UPG funding.	Barry Rose	Complete

	<b>create a more mentally healthy physical environment</b>	There is a need to reinforce awareness through the green bulletin and intranet updates that all staff, both operational firefighters and fire staff, have access to fitness equipment on stations.	Lynn Marsh	In Progress
		Provision for a quiet room and/or garden space should be investigated and will be part of the design of station refurbishments where possible. For other stations there should be local management of these spaces as required to ensure space for debriefs after difficult incidents.	Barry Rose	In Progress
	<b>Factor mental health into the delivery of existing policies and procedures</b>	Mental Health is a regular topic of discussion with OHU and HR and special provisions are considered by the Attendance Management forum on a case by case basis to determine the most appropriate support.	Carmine Rabhani	Complete
		The targeting methodology has seen targets reduce from previous years. It is accepted that there are some frustrations around repeated attempts to engage with hard-to-reach households regarding Safe and Well visits. The review of the targeting methodology has been concluded and targets have been reduced which should mitigate staff concerns.	Nick Evans / Neil Griffiths	Complete
		Refresh and promotion of intranet pages highlighting the benefit schemes currently available to staff	Lynn Marsh	In Progress
		Wellbeing impact assessments have been introduced for business cases and project proposals where these involve staff, to factor in mental health considerations when undertaking change projects across the Service	Project Managers	Complete
<b>HMICFRS ACTION PLAN</b>	<b>Allocating enough resources to a prioritised and risk-based inspection programme</b>	Inspection frequencies have been revised and the wider Risk-Based Inspection Programme (RBIP) policy is under review. Once this is complete a green bulletin item will be circulated which explains the RBIP for staff to improve wider understanding.	Lee Shears	In Progress
		The Service is looking at ways to improve the training for thematic inspections which in turn would enable crews to target higher risk buildings. The quantity of thematic inspections has been discussed with the targets focus group who were happy with the numbers required. Revisions to thematic listings will be discussed with the Protection team at an internal training day in preparation for future target setting.	Lee Shears	In Progress
		The risk calculator for premises is a national model which takes into account numerous factors including building size. A larger building attracts a higher risk score which seems appropriate. Both life risk buildings and non-life risk buildings attract higher scores the larger they are. The building size definitions are different depending on the risk e.g. a large factory is defined as over 2500m <sup>2</sup> whereas a large care home is 1500m <sup>2</sup> to account for the life risk.	Lee Shears	Complete
		The factoring of variables (e.g. specialist training, sickness absence, major incidents) is being considered via the working group established to review the Safe and Well targeting methodology. Additional Cheshire data is being piloted by seven fire stations. The methodology is being explored and reviewed on numbers and efficiency.	Nick Evans / Neil Griffiths	In Progress
		Operational staff have been receiving one or two days input per year for approximately 10 years. New FFs get a one week course at the beginning of their careers. Thematic inspections are aimed at the level of knowledge it has been possible to provide to ops crews currently. Access to specialists is available 24/7 should crews have a concern or issue. The department is currently looking at how this level of knowledge could be improved and additional training be provided to upskill staff to support thematic inspections.	Lee Shears / Neil Griffiths	In Progress
		To improve the resilience of the protection department, since the turn of the year 3 TFSO posts and 2 WM posts have been filled. The TFSO posts were filled within 3 months of the vacancies becoming available but the WM took 6 months to fill due to timetabled grey book promotion boards and transfer processes needing to conclude. The department is currently fully staffed and the department review has considered recruitment and retention as an issue and proposes some solutions.	Lee Shears	Complete

	<b>Effective monitoring, review and evaluation of the benefits and outcomes of collaboration</b>	As the IT reporting structures are not operating as intended, further communications will shortly be released explaining how to report problems, pursue them to a conclusion and to provide feedback on the level of service. The communications will include details of the technicians that are responsible for particular areas. In addition, CFRS will be introducing additional reporting responsibilities.	Andrew Leadbetter	In Progress
	<b>Widening scenario planning and testing for future financial forecasting</b>	The PESTELO analysis to support the next IRMP feature financial forecasting for medium term inflation and interest rate as produced by HM Treasury, as well as other economic forecasts.	Graeme Worrall	Complete
		Housing developments in local authority plans are considered during the Service's planning processes, and referenced within the PESTELO analysis.	Graeme Worrall	Complete
	<b>Staff understand and have confidence in the purpose and integrity of wellbeing policies, especially sickness</b>	The attendance management policy has been reviewed. It has been determined that the fundamentals of the policy are fit for purpose but the way in which the attendance management is delivered and the associated language needs changing to take into account concerns of staff. An attendance management toolkit is in process of being delivered for launch Spring 2020.	Andrea Harvey	In Progress
		The Forum suggested that the fitness policy needs to take into account variances between younger and older firefighters. However, the Service follows the NFCC guidance published in Managing Physical Fitness, and has adopted the aerobic standard of 42.3 VO2max this will apply to all operational staff. This standard is the minimum to assure the safety of fire fighters at operational incidents	Neil Wilson	Complete
	<b>The service should take early action, such as monitoring overtime, to improve the wellbeing of staff</b>	The Forum suggested that the wholetime establishment be increased to reduce reliance on overtime. Currently Wholetime staffing is over establishment. This has resulted in less use of PAS. Workforce planning is recommending continuing wholetime recruitment, which will see staffing levels above establishment, assisting in improving diversity and ensuring a competent workforce.	Neil Griffiths	Complete
		Through working time and fatigue management, the number of working hours employees undertake is now closely monitored, both manually and through Gartan feeding into HR systems. The Working Time Regulations Policy has been refreshed and the Working Time Group has now reconvened and provides regular 17-week reports. A new SMF standard will be introduced as part of the annual SMF refresh, requiring officers to undertake monthly scrutiny. A middle manager workshop has been run to reinvigorate the monitoring of working hours along with the production of guidance documents to support each of the duty systems along with a new eLearning package.	Neil Griffiths	Complete
		Occasions that the Degradation Plan is used is minimal due to forward planning around pinch points affecting staffing. These include IFE examination periods and holiday times such as Christmas. An example being at Christmas 2018, early offers of PAS were circulated mitigating low staffing impacts. Additionally, in 2019, a joined up approach with SDM's regarding authorisation of the movement of leave along with pre and post course leave has also had a positive impact.	Neil Griffiths	Complete
	<b>Making changes as a result of staff feedback</b>	'You Said, We Did' style communications on staff survey outcomes were published in June 2019 and further communications are planned to publish the outcomes of the 2019 survey.	Graeme Worrall	Complete
		The quarterly OLP update has been published online to facilitate wider communication of feedback.	Stewart Forshaw	In Progress
Corporate communications are developing a SharePoint system that would enable content on the intranet to be commented on and feedback provided by staff.		Lynn Marsh	In Progress	
<b>REWARD AND RECOGNITION</b>	<b>Better recognising team performance</b>	Each award nomination or win by the Service will be examined on a case by case basis to see where it would be possible to allow more staff to be represented to boost team morale	Various	Complete

		A suggestion was made to devolve responsibility for the local recognition pre-paid cards to Watch or Station Managers to enable more timely recognition. Having the SDM or HOD responsible for the budget ensures consistency and a single point of accountability. Any instances which may warrant recognition under the scheme should be passed onto the SM and GM in a timely manner for appropriate recognition.	Andrea Harvey	Complete	
		Work is underway to introduce a 'travelling trophy' scheme to recognise the good work of teams across the Service. Guidance is to be developed to ensure the effective operation of a scheme.	Graeme Worrall	In Progress	
	<b>Better recognising individual performance</b>		The staff suggestion scheme could be relaunched as a forum led initiative. Work is in progress to update the scheme and staff engagement forum terms of reference and refresh communications for a relaunched scheme.	Graeme Worrall	In Progress
			It was suggested to hold quarterly 'thank you' lunches with the Chief to recognise good performance. Holding scheduled sessions may lead to these events feeling forced. Current processes can recognise exceptional performance in a meaningful way. Additionally, there are scheduled lunches for SMT with recently promoted individuals and ensuring timely recognition of staff continues to be promoted amongst all managers.	Andrea Harvey	Complete
			A suggestion was made to provide some form of recognition for staff at Christmas however a corporate approach would be difficult and costly to execute; but managers have the autonomy to use their local recognition budgets to thank staff at this time of year.	Andrea Harvey	Complete
			It was suggested to link recognition payments to scoring a 4 on an appraisal, however there are already mechanisms by which individual performance can be recognised such as recognition payments and these would be a more appropriate route to financial recognise performance than via the appraisal. Appraisals that contain a performance related pay element can be divisive and could hinder meaningful and honest discussions.	Andrea Harvey	Complete
			A request was made to consider the provision of a CPD-style payment to recognise the continuous professional development of support staff. Explanation was provided in respect of the history of the CPD payments and how they evolved for grey book staff as part of national negotiations. Green Book T&Cs and negotiations have not incorporated this type of payment but managers still have the ability to nominate staff for a recognition payment through the normal way.	Andrea Harvey	Complete
	<b>Supporting the development of staff</b>		Career pathways for Grey Book are very clear which often highlights upon the lack of career pathways for support staff. As a result of different structures within departments it is hard to create a linear structure for progression and often opportunities arise only when vacancies occur. This should not hinder the development of staff however and work is being considered in respect of the identification of core skills that are transferrable across departments. An example of this is the development of a career pathway from green to grey book	Andrea Harvey	In Progress
			A request was made to provide annual leave as recognition for attendance, similar to the extra day leave provided for operational staff in recognition of sickness performance. This was declined for three reasons: a) It was felt that the grey book example was not a valid comparator as this had been negotiated as part of a wider and complex duty system negotiation; b) Providing annual leave or any other form of tangible benefit as recognition for attendance could encourage "presenteeism" where people who should be off sick come to work; c) Staff are paid to come to work and someone's attendance record forms part of their overall performance record. It should not be necessary to provide additional reward for attendance. This was confirmed in previous staff feedback relating to letters of appreciation for 100% attendance. These stopped at the request of staff who confirmed that it did not represent meaningful recognition and they were already being paid to come to work to do a job.	Andrea Harvey	Complete.
	<b>Promoting a healthy workforce</b>		Requests for flexible working arrangements can be submitted under existing policies. Contrary to perception individuals do not need to have a caring responsibility, though refreshed communication will assist understanding.	Human Resources	In Progress
			Corporate Comms will work with HR to make the rewards section more visible and easily accessible on the intranet.	Lynn Marsh	In Progress

	<b>Promote use of benefit schemes and discounts</b>	Feedback is being sought from HR and Finance into the feasibility of introducing a salary-sacrifice scheme for technology purchases in addition to the existing cycle scheme	Graeme Worrall	In Progress
<b>ON-CALL DUTY SYSTEM</b>	<b>Improve the financial incentive to be an on-call firefighter</b>	The On-Call Programme Team (OCPT) have carried out an appraisal of set fitness payments however initial indications have demonstrated that this may involve significant investment. It has been acknowledged that although FF fitness is important to the Service that this work package is deferred to next year whilst higher priority work packages are developed, i.e. OCARS, Blue books, rewards and recognition	Tony O'Dwyer	In Progress
		The OCPT are currently working on introducing a fixed payment, reimbursement for work carried out by on-call development firefighters working in their own time on their blue book development folders. An evaluation of the work required is being worked through which is expected to be completed with implementation by the end of the year.	Tony O'Dwyer	In Progress
		The forum suggested a trial moving on-call staff to standard 50 hour per week contracts and paying additional hours at £1 per hour. There is a significant difference in the motivational factors that drive our OC teams across Cheshire and implementing a change in one location, it is proven, does not necessarily have the desired outcome in others OC contracts have been identified as an important area of work for the team however the complex nature and the significance of such a change requires a significant investment of time. It has been decided that progress on other work streams is prioritised earlier and contracts will be focused on next year.	Tony O'Dwyer	In Progress
		The OCPT are currently working on several options to address issues with the OCARS system. An alternative option will be implemented in the next two months which is intended to be a stop gap fix with a view to interlink this with contracted hours and pay next year	Tony O'Dwyer	In Progress
	<b>Improve the recruitment and retention of on-call firefighters</b>	Options for differing contracts other than the standard 50hrs per week (to aid recruitment) is area of work that has been identified by the OCPT. This is tied in with the contracts review which is estimated will be scrutinised later on next year	Tony O'Dwyer	In Progress
		Suggestions to expand the range of tasks for on-call staff (e.g. safe and well visits, assisting cadets and Princes Trust) has been captured as a work stream with an evaluation of the costs/benefits being incorporated within the contracts review.	Tony O'Dwyer	In Progress
		The establishment team and OCPT look at the impact of migration on the OC duty system. Consideration is given to location and watch when posting new individuals. To date we have not seen a significant negative impact on the OC duty system as a result of the migration process, in fact it has been seen as a draw to enticing recruitment.	Tony O'Dwyer	Complete
		An evaluation of the online behavioural and situational awareness tests was carried out and after considering alternative UKFRS options were removed as it was felt they were a barrier to recruitment. The selection process currently focus on two tests involving verbal reasoning and numeracy.	Tony O'Dwyer	Complete
		The Forum felt a senior level on-call voice would help to increase understanding of the role, its commitments and demands etc. AM Griffiths attends Senior Management Team and is fully conversant with OC issues. Neil represents the Service nationally on NFCC at On-call meetings and is the sponsor of the On Call Programme Team (OCPT). Several briefings of the OCPT progress have been delivered to SMT in recent months with an update scheduled for December 2019. OC representatives make up part of the OCPT and provide input and work on current work packages. Many engagement forums have been utilised to capture relevant issues and the team prioritise decisions based upon the feedback received.	Tony O'Dwyer	Complete
		It was suggested that the role of on-call firefighters could be reviewed to lessen some more specific responsibilities (e.g. hazmat) to allow more focus on training core skills and ease time constraints. It is a foundation of the on-call programme however Cheshire are keen to continue with the model that a FF is a FF. Feedback from a cross section of OC staff see this as a positive and that they are seen to be no different than their wholetime colleagues.	Tony O'Dwyer	Complete

	<b>Improve the role of on-call firefighters</b>	The OC Station managers are available to support OC teams with administrative functions and where appropriate prioritise workloads. There are four hours of training available per month for OC staff which can be utilised during the week. It is intended that a review of the OC SIF's will be undertaken next month to ensure that these are fully integrated in current policy. This will include raising individuals awareness of the OC duty system and the impact changes to working practices has on our OC staff. An internal #ThinkOnCall will be used to support this awareness campaign.	Tony O'Dwyer	In Progress
		Significant support is being provided to development FF's by our OCSCM's. Daily training opportunities are available to all our OC staff whereby they can focus on areas of work such as holistic assessments, Mod1 preparation etc. The OCSCM's are currently working towards their assessor awards and consequently will be able to undertake unit assessments to assist in training our development firefighters. It is recognised that we are having great success with our recruitment drives and consequently the number of development firefighters increases but these individuals are our future and we will look to support them in any way we can.	Tony O'Dwyer	Complete
<b>TRAINING AND DEVELOPING STAFF</b>	<b>Improve the organisational approach to operational training</b>	Perceptions that training is not seen as an attractive career is quite subjective as it depends on individual's circumstances, interests and personal aspirations. As part of the Command Training and Operational Training duty system review, various options are being considered. The outcome to the review and the agreed duty system may prove to be more attractive to others than the existing one	Steve Barnes	In Progress
		Merging skills within CTG and OTG will allow for more integration, skill sharing and ensure better resilience is in place.	Steve Barnes	In Progress
		The new Cover Area Moves (CAM's) policy enables greater flexibility regarding training outside of station areas, providing training is planned in advance and cover moves are booked.	Steve Barnes	Complete
		The forum considered whether staff in other roles beyond Watch Managers would be able to provide training input. Over recent years CM's have worked in the department. This has proven to work well as FF's have been temporarily promoted into roles. The future structure for the department forms part of the ongoing duty system review.	Steve Barnes	In Progress
	<b>Improve the training and development opportunities for staff</b>	Ways are being considered to enable non-operational staff can utilise the training centre, and forms part of the New Training Centre business case. Scoping work is ongoing as to how we can utilise the facilities to the benefits of all CFRS departments, along with setting up a 'trading arm' so we can hire out the facilities to private industry and other FRS's etc.	Steve Barnes	In Progress
		A review of the appraisal system will consider how the identification and provision of training opportunities can be improved.	Andrea Harvey	In Progress
		All Fire Staff currently have the opportunity to enrol on First Aid and or BTACC courses, though communications should be issued to increase awareness of eligibility and improve take up. This needs to be supported by the line manager and can be recorded on the individual's appraisal.	Steve Barnes	In Progress
		On-call staff undertaking some site specific risk inspections to aid development is a consideration currently being explored by the On Call Programme team. In addition, the On Call support CM's have just been trained to undertake SSRI's.	Steve Barnes	In Progress
	<b>Ensure effective incident command training</b>	Options are being considered as to how development of individuals undertaking command assessments and achieving below the benchmark can be supported without taking them off the run. This is currently under review as part of Pillar 5 of the Assessment Strategy.	Steve Barnes	In Progress
		The Forum suggested that the existing three-year cycle between command assessments feels too far apart. However, this is as per CFRS assessment strategy and aligned to national guidance	Steve Barnes	Complete
Roles similar to the previous MIC Group to provide new incident commanders with support and provide operational assurance are under consideration as part of the Command Training Duty System review.		Steve Barnes	In Progress	
<b>PROMOTION PROCESSES</b>	<b>Improve promotion processes</b>	Talent pools exist but the terminology is often confusing as it has been described differently over time. There is a promotion talent pool which comprises of people who are awaiting promotion following successful completion of the promotion board process. These people are in receipt of a "Step Up" development plan which is aligned to their appraisal.	Andrea Harvey	Complete

		For people aspiring for promotion or lateral development, they can request a “Step Forward” development plan that should be aligned to appraisals. A focus group was held with the Forum during August 2019 to seek views and ideas regarding the outstanding concerns around temporary promotions. It has been identified that there is no quick fix for this but over time with more people being promoted substantively this problem will diminish.		
<b>OHU CONTRACT RENEWAL</b>	<b>Improve the availability and accessibility of occupational health services</b>	The specification for the new occupational health tender will contain additional flexibility to invite bids on the basis of a minimum of three days provision to a maximum of five days.	Kate Packer	In Progress
		The revised specification for the occupational health contract contains provision for evening and weekend appointments for on-call staff.	Kate Packer	In Progress
		As stated above the OHU contract tender requires the new provider to be flexible. The current contract contains an emergency out of hours provision and Lawrence Howard has been asked to source potential alternative sources of support for mental health services out of hours. This would provide access to mental health support via telephone, mobile applications and/or face to face contact. A free provider for this has been sourced and subject to SMT approval, is likely to be implemented Spring 2020.	Lawrence Howard	In Progress
		The use of a mobile medical unit will be researched and considered.	Kate Packer	In Progress
	<b>Improve the promotion of occupational health and health campaigns</b>	OHU have acknowledged the need to be more visible and have supported recent world mental health day with the availability of a nurse for blood pressure screening and an OH counsellor to provide awareness sessions.	Kate Packer	Complete
		Green articles and posters have been issued to raise awareness of eligibility for health screening services available through OHU.	Kate Packer	Complete
		The explanation of why the OHU recommendation has primacy over the doctors note would be beneficial. Intranet content is to be reviewed and an FAQ section considered once a decision has been made regarding OH provider. This will also be incorporated into the new Attendance Management Toolkit currently being developed.	Kate Packer.	In Progress
		OHU will discuss osteoporosis risk factors as part of the health questionnaire in women over 45 years of age. In the event that high risk factors are present, lifestyle advice will be offered and the individual advised to contact their GP.	Kate Packer	Complete
		The Health, Safety and Wellbeing Committee Sub-Group will consider the need and feasibility of a new provider offering or linking in to a more diverse range of services e.g. preventative injections (tetanus/hepatitis), chiropody.	Kate Packer	In Progress
		A suggestion by the forum was to consider outsourcing of hearing and eyesight tests to high street providers to provide more convenience for employees. However, there were concerns over the consistency of this approach regarding testing and whether it would be done to the correct standard.	Kate Packer	Complete
		<b>Provide a better customer experience of occupational health</b>	It is considered that a follow up facility once an individual is signed off to return to full duties would use a lot of OHU contract resource and may not represent value for money. Supporting and monitoring an individual's return to work is the domain of the line manager who can seek guidance or make a further referral to OHU should the need arise	Kate Packer
	Enquiries have been made to change the employee self-serve to make it more user friendly and updated for an automatic acknowledgment of a submitted referral; however OH systems could potentially change in April 2020.		Kate Packer	In Progress
	A Staff Engagement Forum member is to join the procurement panel that will decide on the new contract supplier. Date for supplier interviews is scheduled for January 2020.		Kate Packer	In Progress
<b>APPRENTICE SCHEME</b>	<b>Improve the coordination of the apprentice programme and support provided to apprentices</b>	A new apprenticeships co-ordinator has now been appointed, which will provide a point of contact for the apprentices and will help to address some concerns which arose following the last cohort. Further consideration will be given to the introduction of dedicated operational support once apprentices near completion of their community safety apprenticeship and move on to the operational element of the apprenticeship programme.	Lynne Roberts	Complete
		More regular consolidation and progress update meetings have been planned into the apprenticeship programme.	Lynne Roberts	Complete

<b>STAFF SURVEY</b>	<b>Improve the appraisal process</b>	A full review of the appraisal system will be undertaken during 2020/21. A member of the SEF is invited to be on the working group.	Andrea Harvey	Scheduled but not commenced
		Appraisal Training is currently offered and the content has been reviewed to ensure it is relevant and appropriate. This will be revisited during the review of appraisals and a new programme developed to assist with implementation of the new system.	Andrea Harvey	Scheduled but not commenced
	<b>Increase understanding of Safe and Well targets</b>	Green articles have been published recently to explain changes to the targets for 2019/2020.	Nick Evans	Complete
	<b>Improve internal communications</b>	A dedicated internal communications strategy should be developed to focus on improving communications between departments.	Lynn Marsh	Scheduled but not commenced
	<b>Improve the service received from joint police/fire teams under Blue Light Collaboration</b>	To improve communications and understanding of the joint teams information will be provided about the members of, and the activities undertaken by, the joint teams. This will be facilitated by staff from the joint teams, some of whom will be ex-fire staff.	Andrew Leadbetter	In Progress
		Some difficulties have been experienced by staff that wish to speak to someone in HR. This should no longer be an issue as all key members of the team (especially those that are often out of the office) are now available on publicised mobile phone numbers. Contact numbers to be circulated in the Green Bulletin.	Nicola Bailey	In Progress
<b>Refresh equality and inclusion training</b>	This is one of the work streams that will be undertaken by the new E&D Officer for delivery during 2020/21.	Andrea Harvey	Scheduled but not commenced	