

HMICFRS ACTION PLAN

Action Plan Progress Report No. 3	Date: July 2020
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AFI – PROTECTING THE PUBLIC THROUGH FIRE REGULATION:
The service should ensure it allocates enough resources to a prioritised and risk-based inspection programme.

Previous 	Current 
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Progress Against Actions

1	<p>Ensure inspecting officer vacancies are filled within 3 months to prevent cumulative experiential degradation.</p> <p>Records continue to be maintained to evidence the timeline of when vacancies arose and when they were filled. Most recently, 3 Watch Manager and 1 TFSO vacancy become available. Two WM’s were recruited within the 3 month timeframe but one remains vacant due to a lack of applicants. The TFSO recruitment process was slightly delayed and had to be carried out virtually due to C19 restrictions. It is hoped that the 3 month timeframe will still be achieved. Alternative approaches are being considered to address the WM position including looking to trial proposals from the Protection Review.</p> <p>This action is now embedded within departmental management processes and has been closed.</p>
2	<p>New Inspectors to be trained to Level 4 Diploma within 24 months.</p> <p>Feedback from course providers, instructors and students suggested that the original 18-month target was too short due to the availability of courses and the need for inspecting staff to apply the learning between courses. Therefore, it was agreed by SMT to approve a revised target time of 24 months.</p> <p>Records are maintained to evidence when inspectors started in role and when they completed the training courses. The availability of North West courses is an issue and as a consequence staff are attending the Xact operated courses at significantly higher costs.</p> <p>C19 social distancing restrictions have led to a number of courses being cancelled. This will impact on staff development. Some courses are being delivered by distance learning and the department are looking to assess the quality of this provision and ensure development and competence can be acquired and maintained during the restrictions.</p> <p>Achievement of L4 Diploma within 2 years is being achieved by all new staff and currently 62.5% of inspecting staff have achieved this level with the remainder all on the pathway.</p> <p>This action is now embedded within departmental management processes and has been closed.</p>

3	<p>Skills, recruitment, retention and succession planning to be specifically considered in departmental review.</p> <p>The draft departmental review was submitted to the ACFO in August 19. Due to the lack of major changes to the Protection landscape to date, post Grenfell, the review has not been able to fully consider the implications.</p> <p>In May 2020 the Home Office announced additional funding in two tranches for Protection Departments to assist with Grenfell related work and improving Protection activities generally. Further work is now taking place to consider the best use of the funding alongside the review outcomes in relation to recruitment, retention and succession.</p> <p>SMT agreed to amend the target date for completion, from August 2019 to June 2020 based on the update above.</p>
4	<p>Department and individual targets to be reviewed to ensure they are achievable taking in to account a vacancy factor.</p> <p>It was agreed that the organisational KPI for 'Fire safety audits in non-domestic premises' would be revised from Q3 to be more suitable and appropriate. From Q3, reporting of this target was shown as the number of audits achieved against the capacity in the team, which is determined by the number of competent inspectors. Each of our qualified technical fire safety inspectors are targeted to carry out 30 audits per quarter. For quarter 3 we had the capacity to achieve 345 and actually achieved 422. For quarter 4 we had the capacity to achieve 510 and actually achieved 420.</p> <p>Performance has improved since the same period last year and is still significantly higher than the national average and completion of the RBIP is on track.</p> <p>In 2020/21 performance reporting is also going to measure completion against the RBIP. Action Closed.</p>
5	<p>Risk Based Inspection Programme (RBIP) to be reviewed.</p> <p>Business Intelligence have provided a data set to inform the wider RBIP review. This data suggests a larger number of non domestic premises than previously thought but has required manual filtering from the corporate gazetteer. This information will now be used to undertake a full policy review alongside considering the assurance required by the draft IRMP. Operational crews completed over 2000 thematic inspections in 2019/20 to support the RBIP.</p> <p>This RBIP review is an objective within the IRMP which has been signed off by the CFA. As it is a complex piece of work a PID will be developed and delivery will now be tracked by the normal project scrutiny processes. Action Closed</p>

HMICFRS ACTION PLAN

Action Plan Progress Report No. 3

Date:
July 2020

AFI – MAKING BEST USE OF RESOURCES

The service should ensure there is effective monitoring, review and evaluation of the benefits and outcomes of any collaboration.

Previous



Current



Progress Against Actions

1	<p>Develop a clear CFRS Collaboration Strategy that will inform collaboration activity in future.</p> <p>The strategy was presented at the Fire Authority meeting in February and approved by Members. Action Closed</p>
2	<p>Utilise the Partnership Toolkit as guidance and practice for all new collaborations.</p> <p>The forms used for partnership initiation, review and evaluation are referred to in the Collaboration Strategy. There are also other review mechanisms in place for some of the more significant collaborations. Therefore, where more suitable mechanisms are already in place they will continue to be used. Action Closed</p>
3	<p>Sense check, review and evaluate exiting collaborations by using the Partnership Toolkit or other appropriate method / process</p> <p>Evaluations are ongoing in relation to the FRIC arrangements and in respect of the services provided under Blue Light Collaboration by the Communications team and Human Resources team. The Partnership toolkit has not been used for these evaluations. However other more suitable review mechanisms have been used instead and the outcome of these evaluations is expected soon.</p>
4	<p>Embed the process of collaboration by communicating and providing training where necessary for all stakeholders.</p> <p>Significant collaborations will be considered by the Service Management Team The Collaboration Strategy and performance framework will be communicated to staff and discussed at a future management conference. Action Closed.</p>
5	<p>Review the status of each collaboration regularly and continue to gather the evidence to support this.</p> <p>The register of collaborations captures the key collaborations. The initial work has concentrated on Blue Light Collaboration (BLC).</p> <p>The BLC performance framework is largely agreed and some performance information is now being produced. Progress reports will be submitted to SMT twice a year in June 2020 (delayed due to COVID-19) and December 2020.</p>

HMICFRS ACTION PLAN

Action Plan Progress Report No. 3

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July 2020

AFI – MAKING BEST USE OF RESOURCES

The service should ensure it has sufficiently robust plans in place to secure the right level of savings in the medium term by widening its scenario planning and testing for future financial forecasting

Previous



Current



Progress Against Actions

1	<p>Revise the budget setting process and methodology incorporating broader scenario planning and implement Priority Based Budgeting (PBB).</p> <p>The PBB process has been challenged, amendments made and services marked by senior managers to set the priorities. Funding allocations have been linked to priority areas. Action Closed</p>
2	<p>Develop plans to achieve the saving forecasts in the Medium Term Financial Plan.</p> <p>The MTFP was updated for the consultation and presented to Members at their planning day. The 2019 /20 savings are being monitored and the three quarter year review was presented to the P&O Committee in February. Action Closed</p>
3	<p>Complete Whole Service Review</p> <p>The Whole Service Review (WSR) was completed during the last 18-months and involved extensive consultation and collaboration with staff and stakeholders. The WSR followed our Community Risk Management (CRM) principles to prioritise resources to risk. It also dovetailed into the new Priority Based Budgeting (PBB) process so that it provided a range of options to meet differing financial scenarios. The outcomes and proposals from the WSR were included within the 2020-24 IRMP which was approved by the Fire Authority on 1st July 2020. A range of options (not included in the IRMP) are on a reserve list should they be required to meet financial scenarios that could arise over the life of the MTFP. Action Closed.</p>
4	<p>Review other Services' HMICFRS reports as published to identify notable practice</p> <p>A review has taken place of other HMICFRS reports and of Cheshire Constabulary's approach to future financial forecasting. The Constabulary received an outstanding grading in this area. Therefore, it has been agreed to adopt the Constabulary's best practice and use the Priority Based Budgeting process which is designed to prioritise resource allocation to risks and business need within a range of financial scenarios. This has resulted in a ranked listing for resources and proposals relative to the overall financial plan and priorities. Action Closed.</p>

HMICFRS ACTION PLAN

Action Plan Progress Report No. 3

Date:
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AFI – MAKING THE FIRE AND RESCUE SERVICE AFFORDABLE NOW AND INTO THE FUTURE: The service needs to demonstrate sound financial management of principal non-pay costs. It should use benchmarking data more widely and effectively.

Previous



Current



Progress Against Actions

1 and 2	<p>For the Joint Corporate Procurement Team to develop relationships and engage with National Procurement activity to ensure that all purchasing decisions are well informed.</p> <p>Continue to engage with North West services on procurement efforts wherever appropriate.</p> <p>A pro forma has been developed to explain the chosen procurement route in more detail. Therefore, if we haven't used a national / regional / collaborative approach it will be clear why. The Head of Procurement continues to meet with other Heads of Procurement across the North West. A significant proportion of purchases involve collaborative procurement.</p>
3	<p>Continue to work with Joint Corporate Procurement Team to make sure they know all the requirements of CFRS in particular when frameworks are being developed.</p> <p>Ongoing meetings between Head of Governance and Commissioning and Head of Procurement. The Head of Governance and Commissioning is considering how end user satisfaction about process / product / service can be captured.</p>
4	<p>Gather evidence to demonstrate how CFRS ensures Value for Money and be clear in the information we provide.</p> <p>The 'basket of goods' exercise evidenced the benefits of regional procurement that the Service participates in, highlighted as best practice in HMICFRS reports.</p> <p>Director of Governance and Commissioning to consider decision notes when contracts are presented for signature.</p>
5	<p>Record the process used to benchmark our procurement.</p> <p>It has been established that procurement portal will provide evidence. Action Closed.</p>

HMICFRS ACTION PLAN

Action Plan Progress Report No. 3

Date:
July 2020

AFI - PROMOTING THE RIGHT VALUES AND CULTURE:

The service should assure itself that staff understand and have confidence in the purpose and integrity of wellbeing policies, especially sickness.

Previous



Current



Progress Against Actions

1 and 2	<p>Undertake review of Attendance Management (AM) Policy with specific focus on terminology and language to achieve a more compassionate and appropriate tone.</p> <p>Develop an Attendance Management toolkit for Managers reference explaining policy.</p> <p>Actions 1 and 2 have now been combined on the action log. The Attendance Management Toolkit was launched and discussed at Management Conference. This included a workshop to discuss the application of the policy in terms of language, tone and approach.</p> <p>The Attendance Management Policy has been updated and is currently out for consultation with the rep bodies.</p>
3	<p>Incorporate Attendance Management into Step Up Leadership Programme and as part of supervisory induction to embed the process within CFRS.</p> <p>Revised attendance management toolkit to be incorporated into the Step Up programme. Action Closed</p>
4	<p>Develop and launch communications plan to highlight positive/ supportive aspects of attendance management and wellbeing within CFRS.</p> <p>The “Who Do I turn to?” campaign was re-launched in Spring 2020 to remind staff about the available support in respect of wellbeing, personal safety and inappropriate conduct; including a confidential helpline.</p> <p>Updates were also given about attendance management at the staff conferences in January and February. Guidance materials have been commissioned for distribution to staff during HR Attendance Management roadshows. These roadshows are intended to raise awareness of the benefits of attendance management and were originally scheduled to commence in May. As a result of C19 and the social distancing arrangements these have now been rescheduled to commence in July. Consideration is also being given to running these sessions via Skype if face to face contact remains limited.</p>
5	<p>Create new post of Mental Health and Wellbeing Advisor (MHWA) and appoint appropriately qualified person to role.</p> <p>The Mental Health & Wellbeing Advisor started in July 2019. Events have taken place to mark World Mental Health Day, stopping the organisation to give staff time away from normal duties to focus on mental health and wellbeing. The</p>

	Service will be building on this to create an ongoing focus on mental health. Action Closed
6	<p>Introduction of Wellbeing impact assessments on all business cases and project proposals for change that involve staff.</p> <p>Template sent to Corporate Planning and Performance Department for inclusion in business case templates. Mental Health will also be incorporated into all People Impact Assessments on new policies. Action Closed</p>
7	<p>Review the amended duties programme of activities for those on restricted duties.</p> <p>The Equality and Inclusion Officer has been assigned to assist in the identification of meaningful assignments for people on restricted duties and in particular pregnant employees. Action Closed</p>
8	<p>Review other Services' HMICFRS reports as published to identify and implement notable practice.</p> <p>The Director of Transformation has met with Lancashire Fire and Rescue Service to review best practice. Equality and Inclusion Officer to review further areas of best practice and feedback. Action Closed</p>
9	<p>Prepare a paper for discussion setting out a review of CPD.</p> <p>The CPD review is deferred until then end of this year.</p>

HMICFRS ACTION PLAN

Action Plan Progress Report No. 3

Date:
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AFI - PROMOTING THE RIGHT VALUES AND CULTURE:

The service should take early action, such as monitoring overtime, to improve the wellbeing of staff

Previous



Current



Progress Against Actions

1, 3 and 4	<p>Review the monitoring arrangements for overtime for all staff and implement any revised arrangements.</p> <p>Report regularly on overtime in a meaningful way.</p> <p>Provide guidance to staff on registering secondary/primary employment hours on Gartan to enable monitoring and review the policy to incorporate an appropriate process for Green Book Staff.</p> <p>Actions 1,3 and 4 have been combined in the updated version of the action log.</p> <p>Overtime was reviewed as part of Working Time Directive (WTD) meetings and new overtime monitoring is in place for Day Crewing and Nucleus stations. This is now embedded on the respective stations. All other duty systems have been recording overtime in accordance with the policy and arrangements remain fit for purpose.</p> <p>Overtime continues to be monitored at a local station level and reviewed by Service Delivery Managers. The WTD group continues to meet regularly and monitor the position of individuals on each duty system who appear to be exceeding agreed or recommended hours of work.</p> <p>A more detailed monitoring arrangement spreadsheet has also commenced for all officers that work the flexi duty system and the 42hrs day duty system. This is monitored through the WTD group. The process of data gathering and presentation continues to be improved and new timesheets have enabled the data for Station and Group Manager roles to become visible within the current reference period.</p> <p>HR are preparing the final amendments to the working time policy. It will then be shared with the Rep Bodies and SMT prior to sign off. The policy now includes additional fatigue management guidance for all duty systems.</p> <p>Action Closed</p>
2	<p>Provide training on the monitoring and risks of fatigue.</p> <p>The ACFO and Head of OPA briefed Station Managers and Group Managers in November 2019 in relation to their role managing fatigue across the Service.</p> <p>An E learning package was launched in March following the inclusion of additional guidance and diagrams.</p>

	<p>In addition, a new standard has been included in the Station Management Framework to ensure that the monitoring of fatigue is implemented and signed off by line managers across the duty systems.</p> <p>Action Closed</p>
3	<p>Review other Services' HMICFRS reports as published to identify and implement notable practice.</p> <p>As well as reviewing other FRS's reports, we are engaging across the North West Service Delivery managers with an initial meeting on 9th March 2020. As a result of this meeting the regional Heads of Service Delivery have set up a closed group communications channel on the NFCC workplace platform. This enables further sharing of information and best practice.</p> <p>The On Call Programme Managers are embedded within the NFCC On Call Practitioners Group and, as well as sharing best practice, are leading on innovations in recruitment, retention and training. Cheshire Officers are also part of the NFCC On Call Practitioners (North England) Working Group, looking specifically at On Call Training.</p> <p>One such initiative includes the creation of a combined safety officer role across two or three emergency services. Visits have taken place to Cornwall FRS to further research this concept and a proposal to create and implement a joint Police/Fire safety officer role was due to be presented to Chief Officers. Unfortunately, Covid-19 has delayed progress in this workstream. However, the background work has been completed and, once restrictions are reduced, further conversations with colleagues within Cheshire Constabulary will commence. This will result in a joint ambition to recruit and fund dedicated safety officers to trial in certain locations. The purpose of which is twofold: to reduce crime and disorder and to increase on call appliance availability.</p> <p>Action Closed</p>

HMICFRS ACTION PLAN

Action Plan Progress Report No. 3

Date:
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AFI - PROMOTING THE RIGHT VALUES AND CULTURE:

The service should assure itself that senior managers are visible to act as role models by demonstrating their commitment to service values through their behaviours.

Previous



Current



Progress Against Actions

1	<p>CFO to undertake visits to all operational watches on an individual watch basis and visits to all non operational team.</p> <p>Watch Visits and non-operational visits completed. Action Closed</p>
2	<p>Programme of Principal Officers' visits to all watches and teams developed for 2019/2020.</p> <p>Senior leaders completed over 260 team visits since July 2018 and acted upon feedback. A programme of visits is now planned for 2020 and is currently underway. Action Closed</p>
3	<p>Programme of visits to all watches and teams developed for SMT, Group and Station Managers for 2019/2020.</p> <p>SMT have visited all stations to discuss staff survey results and draft IRMP.</p> <p>The SMT visits are now programmed into calendars as a permanent cycle. Station Managers and Group Managers will also be conducting further visits with their own teams to increase visibility and discuss the staff survey. Action Closed</p>
4	<p>Programmed "back to the floor" activity by POs, SMT & GMs to work closely with teams throughout the service and experience the day to day issues faced by the teams a minimum of 2 days per year.</p> <p>The "Back to the Floor" day took place on 13th November 19. This will now take place every year. Two further events are planned for 2020. Action Closed</p>
5	<p>Creation of informal interaction opportunities with staff to build trust and improve relationships.</p> <p>Positive feedback has been received in respect of the presence of Senior Officers at retirement events coupled with the revised pay and recognition policy. Action Closed</p>
6	<p>Introduce a staff conference for non managerial staff in the service to improve engagement and promote feedback.</p> <p>Staff conferences took place in January and February 2020. Events so far have been well received and will now take place on an annual basis. Feedback has</p>

	<p>been collated from staff in relation to the core values and IRMP proposals. Action Closed</p>
7	<p>Review the core values to ensure fit for purpose and reflect the future aspirations of the service.</p> <p>The Core Values have now been launched following consultation with staff, members and rep bodies via conferences, meetings and an online survey. Action Closed</p>
8	<p>Review and update technology as required to promote and support agile working for all staff.</p> <p>Staff now have the capability to work remotely and with agility.</p> <p>The Service has also invested in new technology to allow devices to connect to other networks. The technology is being trialled as part of the Safire project.</p> <p>As a result of the COVID-19 and lockdown arrangements the Service has put in place arrangements for non operational staff to work from home and is currently reviewing the longer term arrangements.</p>
9	<p>Review other Services' HMICFRS reports as published to identify and implement notable practice.</p> <p>Other Services' HMICFRS reports have been reviewed however no notable practice was identified for this AFI. Action Closed</p>

HMICFRS ACTION PLAN

Action Plan Progress Report No. 3

Date:
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AFI - ENSURING FAIRNESS AND PROMOTING DIVERSITY:

The service should ensure that leaders can demonstrate that they act on and have made changes as a direct result of feedback from staff.

Previous



Current



Progress Against Actions

1	<p>All locations will have suitable technology to allow for two-way communication. This will enable a variety of interactions between teams, e.g. briefing sessions, question and answer sessions, training sessions, virtual meetings etc. It should reduce some travel and have an environmental benefit.</p> <p>This action has been re-worded since the original action plan was developed. The focus is now on two-way communication and enabling a variety of interactions between teams.</p> <p>SMT have received training in relation to briefing methods.</p> <p>Modern hardware has also been installed at two fire stations as part of the refurbishment programme.</p>
2	<p>Improve 'you said – we did' communications to ensure they are sustainable and remembered by using communication tools that will deliver the required outcomes e.g. quarterly poster/alert article.</p> <p>The Winter Alert highlighted the headlines from the 2019 staff survey. A new staff engagement action plan will be developed following local briefings. Quarterly updates to continue throughout 2020/21. Action Closed</p>
3	<p>Development of visit feedback mechanism at all levels to ensure issues; feedback is acted upon and reported against.</p> <p>Below are some examples of where the service has acted on and made changes as a direct result of feedback from staff:</p> <ul style="list-style-type: none"> • Conducting a promotion board survey and improved processes in response to staff feedback • The setting up of the contaminants group which has representation from firefighters. • A review of the Station Manager flexi duty system. • The development of more advanced trauma training for operational staff which is currently being rolled out across the service. • The procurement of new undress uniform through the national framework. A working group was set up from a cross section of the organisation. • Using representatives from across the Service to adopt a consultative approach to revising the S&W methodology • Improving the process and communications around the modernisation of the Fire Houses estate.

	<ul style="list-style-type: none">• Consultation and communications that influenced the workstreams of the On Call Programme• The appointment of a Mental Health and Well-Being Advisor. <p>Feedback is also escalated through the staff engagement steering group meetings which are held every 6 weeks.</p>
4	<p>Review other Services' HMICFRS reports as published to identify and implement notable practice.</p> <p>The new Equality and Diversity Officer is establishing good networks with other FRS and has contacted the Services who achieved good in this area.</p>

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Action Plan Progress Report No. 3

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AFI - ENSURING FAIRNESS AND PROMOTING DIVERSITY:

The service should improve communications between staff and senior managers, so queries and suggestions are responded to in a timely and appropriate way.

Previous



Current



Progress Against Actions

1	<p>Undertaken a survey to evaluate the communications methodology across the service and identify improvements.</p> <p>As communicated in the previous update, the survey has been undertaken and the Green is now circulated digitally to each staff member. The Alert remains in print with a digital news bulletin on the intranet. A member of the Communications team has also been assigned to each area as a SPOC. Action Closed</p>
2	<p>Involving staff at all levels to contribute to strategic issues and change.</p> <p>The staff engagement forum was set up in 2019 and the outcome report was presented to the Fire Authority in December 2019. The second cohort was launched in November 2019 and they have developed a timetable of areas that they wish to discuss and involve staff with. The staff engagement forum action plan will be submitted to SMT for review every quarter.</p> <p>In addition to the work of the staff engagement forum the following has also taken place:</p> <ul style="list-style-type: none"> • Introduction of new post of Mental Health and Wellbeing Advisor. • Input on working groups set up to establish/review suite of family friendly policies – i.e. maternity, adoption, menopause, paternity. • Development of specification for new “Step into Leadership” programme for aspiring and new operational supervisors. Content currently being developed by the Joint HR Services team. • Input on revision of Core Values. • Review commissioned on Alert publication
3 and 7	<p>To develop a feedback process to:</p> <ul style="list-style-type: none"> • Enable feedback from staff / handle staff suggestions and ideas • Ensure that staff understand/appreciate what has/has not been done in relation to suggestions that have been made. • Ensure results are published for transparency. • Establish as a key part of regular communications with timescales for progress/resolution. This should ensure matters are pursued in a timely manner. <p>Actions 3 and 7 have been combined in the latest version of the action plan.</p>

	<p>The current intranet does not have functionality for two-way communication, but we are in the process of exploring the option of moving the intranet in 6/9 months to a platform such as SharePoint to enable this to happen.</p> <p>Working group in process of being set up to coordinate review and development of new staff suggestion scheme. Corporate Communications will develop an on line forum as part of the implementation of a new intranet platform.</p> <p>Heightened emphasis has been placed on staff communications as a result of the C19 pandemic and a lot of extra communication channels and staff resources have been established. These include:</p> <ul style="list-style-type: none"> • Daily Principal Officer Briefings to staff • Senior Management virtual staff visits via Skype • Establishment of What's App groups for daily briefings • Development of dedicated COVID-19 intranet section • Development of FireBook Q&A Forum • Development of FireHouse Activities and Resources • Development of a Staff Survey to encourage feedback and identify risks
4	<p>Provide a platform to recognise and thank people for their contribution – “pat on the back” – the back page of the Green having thanks/congratulations on a weekly basis.</p> <p>This action has now been expanded to include a rebranding exercise and review of the STAR Awards to generate more nominations and broaden the appeal.</p> <p>The STAR Awards have now become a more prestigious event and represent peer to peer recognition in terms of both nominations and judging. It was changed from a day time to night time event in 2018 and rebranded in 2019 giving it more internal prominence and relevance. All winners are now celebrated through external and internal media channels. The event continues to grow year on year and has received positive feedback from firefighters and staff.</p> <p>Nominations are now open for the 2020 scheme. This year's nomination period will run from 1 February to 28 August, giving staff more time to nominate their peers and colleagues for awards. Nominations are judged by a panel of previous winners in September each year. The winners and a guest from each category will receive an invitation to the gala awards evening on Thursday 19 November to receive their awards. As a result of the COVID-19 pandemic the plans for the 2020 event are currently under review.</p> <p>There is not enough content to produce articles on a weekly basis in the Green, however throughout Alert there are articles thanking firefighters and staff for their work.</p>
5	<p>Using the Green more productively and ensure everyone knows when an individual is retiring or leaving and invite and encourage colleagues to attend final day/retirement speech.</p> <p>Details about retirees are now published in the alert newsletter and in the Green. Retirees can also request a small event for their last day involving family and friends and presentation by a principal officer if requested. 100% of retirement</p>

	<p>presentations have been facilitated by a Principal Officer since the review in Summer 2019.</p> <p>A review of retirement gifts and certificates has been completed. This has been well received with better quality gifts and more flexible options. Retirees are now sent letters and retirement gift brochures in advance of retirement presentations which are facilitated by a Principal Officer.</p> <p>Local recognition budgets have been established for “just in time” recognition to thank staff for valued contributions. Credit cards have also been provided to Heads of Department and Service Delivery Managers for prompt purchase of low level items.</p> <p>Newly promoted staff are now invited, as a matter of course, to a luncheon with the Senior Management Team following the conclusion of the Autumn Promotion Board process.</p>
6	<p>Specific and targeted group newsletters e.g. Land and Stations. This will be managed by a communications representative from each of the groups to produce updates for all staff.</p> <p>There is a bespoke area on the intranet that keeps staff updated on the Service’s modernisation programme.</p> <p>The intranet is regularly updated and updates appear in the Green from time to time. The Communications teams is engaged in the process to ensure the information is timely and well presented.</p>