

Report

meeting	NOTTINGHAMSHIRE AND CITY OF NOTTINGHAM FIRE AUTHORITY	
date	26 MARCH 2004	agenda item number

REPORT OF THE CHIEF FIRE OFFICER

PAY VERIFICATION

1 PURPOSE OF THE REPORT

- 1.1 To inform Members of the Fire Authority of the outcome of the Pay Verification process carried out by Audit Commission.

2 BACKGROUND TO THE VERIFICATION PROCESS

- 2.1 The Heads of Agreement document, which resolved the National dispute, stated that, as part of the package there would be a 7% pay rise on the 7 November 2003. This element was subject to verification, by the Audit Commission (for England and Wales) that the intended benefits (including savings) of the various national changes are being delivered locally.
- 2.2 The verification process by the Audit Commission has been underway for some time, but was not complete by the 7 November 2003. The Employers paid 3.5% of the rise just after the 7 November, with the remainder to be paid and backdated when the Audit Commission had finished its work and reported its findings.
- 2.3 The Audit Commission has commissioned, at the Fire Authority's expense, our local auditor (PriceWaterhouseCoopers) to produce a report on the local implementation of the national changes. This report was then sent to the Commission for a national assessment.
- 2.4 It is not, and has never been, the Audit Commission's intention to say that the pay rise should be awarded, as this is a matter for the Employers. The Audit Commission's role is to express an opinion on the amount of implementation.
- 2.5 PriceWaterhouseCoopers visited the Service between 6 and 12 November 2003 to gather evidence by interview people, so as to be able to express an opinion. This has been sent to the Audit Commission who has added an opinion on the level of progress. The level of progress is graded into:-

The intended benefits (and savings) of the various national changes are being delivered locally	
Little or no progress	Prescribed guidance and timetables not met. No plans in place. No intent = no evidence, either formal or implied, of plans that could influence practice on the ground
Some progress	Prescribed guidance and timetables met. Most plans in place and some progress on delivery. Some evidence available to support either compliance with guidance or progress on delivery. Some intent = informal, implied evidence or plans at a higher level that could influence practice on the ground
Good progress	Prescribed guidance and timetables met. Plans in place and being delivered. Evidence available to support both compliance with guidance and progress on delivery. Clear intent = comprehensive, formal evidenced examples that have changed working practices/ approach on the ground.

The report and assessment is attached – **Appendix A**.

2.6 The report that reflects the national position is attached – **Appendix B**.

3 THE AUDIT COMMISSION'S REPORT

3.1 Overall the Authority has been assessed as making some progress. The report identifies the areas of good practice, the areas in which it is making progress, the areas where further development is required and the obstacles faced by the Authority. This can be found on pages 8-12 of the paper attached.

3.2 The report concentrates on progress in seven areas:-

- Integrated Risk Management Planning
- Rank to Role
- Integrated Personal Development System
- Pre-planned Overtime
- Duty Systems
- Part-time Working and other Conditions of Service
- Delivering the Modernisation Agenda

A diagnostic tool has been used to examine each of these areas. This diagnostic tool and outputs are attached as appendices. Within each of the diagnostics the Audit Commission has graded individual elements.

3.3 The Authority has been graded as follows:-

Integrated Risk Management Planning	Some progress
Rank to Role	Some progress
Integrated Personal Development System	Some progress
Pre-planned Overtime	Little or no progress
Duty Systems	Good progress
Part-time Working and other Conditions of Service	Some progress
Delivering the Modernisation Agenda	Some progress

3.4 The National report indicates that only two fire authorities have made no progress in implementing the modernisation agenda and most fire authorities have made no progress in one or more areas.

4 FINANCIAL IMPLICATIONS

4.1 There are no direct financial implications arising from this report, however, there are a number of recommendations made that if developed and implemented would have financial implications for the Authority.

5 PERSONNEL IMPLICATIONS

5.1 There are no direct personnel implications arising from this report, however the recommendations within the report may contain personnel implications, but these would have to be assessed independently if it was decided to implement the recommendations.

6 EQUAL OPPORTUNITIES IMPLICATIONS

6.1 There are no direct equal opportunities implications arising from this report.

7 RISK MANAGEMENT IMPLICATIONS

7.1 The recommendations of the Audit Commission present additional workload for officers in the development and implementation of action plans. These need to be appropriately risk assessed and included within the organisations risk profile and actioned at an appropriate time.

8 RECOMMENDATION

8.1 Members note the comments of the report.

8.2 That the Audit Commissions recommendations be included in the Services risk profile and actioned at an appropriate time, determined by the risk profiles prioritisation process.

9 BACKGROUND PAPERS

Heads of Agreement Document

P. Woods
CHIEF

FIRE

OFFICER



Nottinghamshire and the City of Nottingham Fire Authority

Fire Service Pay and Conditions Agreement– Verification Work

Prepared for: Nottinghamshire and the City of
Nottingham Fire Authority

Version:1

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Introduction

- a. The fire and rescue service is currently undergoing a significant period of change. Following on from the Bain report, negotiations on fire service pay and conditions were concluded on 13 June 2003 and the agreement was published by the National Joint Council. Subsequently, the Government published the White Paper 'Our Fire and Rescue Service' (30 June 2003). This confirmed the direction of travel for modernising the service.
- b. The national pay agreement set out a five stage award over the period from 2002 to 2006. A number of conditions were placed on the agreement at stages 2 and 3 for November 2003 and July 2004, respectively. These included: 'the pay award at stages 2 and 3 are subject to:...b) verification by the Audit Commission... that the intended benefits (including savings) of the various national changes are being delivered locally'. The Commission has carried out a study under section 33 of the Audit Commission Act 1998 to provide this verification.
- c. The study assesses the progress being made in implementing the national changes set out in the pay agreement and subsequent White Paper in accordance with Government prescribed guidance and timetables. Our report to the Authority identifies best practice and any obstacles to progress and makes practical recommendations to assist management of fire authorities in implementing the necessary changes. It focuses on fire authorities' 'direction of travel' and the arrangements fire authorities are putting in place to deliver the modernisation agenda. A separate national report will be produced subsequent to this
- d. The Commission is **not** making a recommendation as to whether the pay award should be made. This remains a matter for fire authorities to consider individually and collectively.

Approach and scope

- e. The work on the study is being undertaken in two phases, covering the stages of the pay award at 7 November 2003 and 1 July 2004. This report covers the first of these phases.
- f. The study is based on local fieldwork by auditors, acting as the Commission's agents, who reviewed and formed an assessment of progress in implementing the modernisation agenda. The work covered the following:
 - existence of an Integrated Risk Management Plan, in accordance with the Government's guidance and timetable;
 - implementation of the new pay structure;
 - progress in implementing an Integrated Personal Development System;
 - progress on use of pre-planned overtime;
 - progress in reviewing / revising duty systems;

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- progress in introducing part-time working for all employees;
- introduction of other conditions of service (per the new 'grey book'); and
- use of the revised disputes procedure;

g. The objectives of the first phase of the local fieldwork were to:

- assess compliance with prescribed guidance and timetables, in particular in relation to IRMP and IPDS;
- assess the robustness of the process for identifying, gathering and reviewing evidence, and validating it to independent sources of information where possible, as a basis for risk identification and prioritisation;
- assess the extent to which progress on implementation plans has been made in accordance with organisational aims and objectives and in line with the outcome of the IRMP process;
- assess the arrangements for introducing IPDS and moving from rank to role;
- assess the impact of changes introduced as a result of amendments to overtime and duty systems agreed as part of the pay agreement
- support fire authorities in making progress on the modernisation agenda; and
- enable the Commission to alert the ODPM to issues which require further clarification or new guidance.

h. The methodology included:

- a review of the initial self assessment by the authority;
- analytical review;
- validation against prescribed guidance and timetables;
- document review;
- evidence testing; and

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- interviews with key members and officers.
- i. The report sets out the overall progress that has been made by the authority and summarises the results for the individual diagnostic areas providing details of the key messages, any areas of good practice and barriers to progress that have been identified. A detailed analysis of the individual diagnostics are included at appendices 1 to 7.

Format of the assessment

- j. The review has provided an assessment focused around the level of progress made by the Authority in implementing the national changes set out in the pay agreement and subsequent White Paper in accordance with Government prescribed guidance and timetables. The following three point scale has been used to form assessments in each topic area and overall:

The intended benefits (and savings) of the various national changes are being delivered locally	
Little or no progress	Prescribed guidance and timetables not met. No plans in place. No intent = no evidence, either formal or implied, of plans that could influence practice on the ground
Some progress	Prescribed guidance and timetables met. Most plans in place and some progress on delivery. Some evidence available to support either compliance with guidance or progress on delivery. Some intent = informal, implied evidence or plans at a higher level that could influence practice on the ground
Good progress	Prescribed guidance and timetables met. Plans in place and being delivered. Evidence available to support both compliance with guidance and progress on delivery. Clear intent = comprehensive, formal evidenced examples that have changed working practices/ approach on the ground:

- k. Within individual sections, assessments have been made on the key issues identified. These are based on the guidelines set out below having due regard to the authority's self-assessment and the results of the fieldwork.

To what extent is this statement met for the organisation?	
Not at all	There are few, if any, examples where this is true, and there is no corporate approach to address this issue or plans to develop one.
Partly	There are increasing numbers of examples of this being addressed, and evidence of commitment to address the issues involved, but corporate strategy is still being developed.
Completely	This issue is addressed throughout the organisation and in corporate policy, and is fundamental to the organisation's thinking. Staff recognise and are committed to the importance of the issue and it is always considered.

Management summary

Overall assessment for Nottinghamshire and the City of Nottingham Fire Authority

- I. Using the results of each of the elements of our baseline review, we have made the following overall assessment of the Authority's current progress at this stage of the implementation of the modernisation agenda:

OVERALL PROGRESS	
Summary	Overall Rating
<p>On the basis of the results of the verification study fieldwork, an assessment of some progress has been made for Nottinghamshire and the City of Nottingham Fire Authority,</p> <p>Overall progress on modernisation –</p> <p>The Authority demonstrates ‘good practice’ in the following areas:</p> <p>Members have championed the modernisation process, and the production of the IRMP has been an integral part of Fire Authority meetings.</p> <p>Communication of the Authority's objectives, with regard to the IRMP, is high on the Authority's agenda. This includes publication of the IRMP on the Authority's website, the undertaking of a stakeholder seminar at the beginning of the process, and Member and Senior Officer involvement in visits to all stations. In addition, several briefing papers have been distributed to all employees on key issues, including IPDS, and a helpline has been set up for staff.</p> <p>The Authority demonstrates clear commitment to existing partnerships and to the development of new arrangements, which all point towards a shift of emphasis from reactive to proactive service delivery. This includes a Local Public Service Agreement with Nottinghamshire County Council, with specific targets to reduce deaths and serious injuries. Expected performance with and without the LPSA has been identified in the IRMP, giving a clear indication of the benefits of this partnership.</p> <p>The Authority is working with other local regional partners, for example, in the development of Home Risk Assessments.</p> <p>The Authority is involved in a Regional IPDS team, with the aim to implement IPDS on a regional approach.</p> <p>The Authority is making progress in:</p> <p>Specific areas where efficiencies can be made have been identified, e.g the development of an automatic fire alarm policy, which reduces the number of attendances through the use of confirmation calls. However, further work needs to be undertaken to quantify these efficiencies.</p> <p>Developing a partnership with East Midlands Ambulance Service to implement a co-responder scheme.</p> <p>The proposed implementation of phase one of the new duty shift to assist the achievement of more effective use of time and achievement</p>	<p>Some Progress</p>

of community safety objectives.

Developing the year one action plan into a SMART format, with specific deadlines, targets and prioritisation of objectives.

The Authority needs to develop the following:

The current year one action plan included within the IRMP is not set out in a SMART format. We are aware that a more detailed plan is currently being devised, and we recommend that priority is given to bringing this into operation.

Assessment of the financial impact of implementing the IRMP, including quantification of efficiencies achievable, is necessary to ensure that redeployment of finances and resources to carry out the year one action plan can be realised. This includes the analysis of savings attainable from the implementation of the new duty system and the demonstration that decisions made regarding the use of pre-planned overtime represent value for money.

Development of action plans for years two and three, which address the associated resource implications, should be undertaken.

Development of accurate and quality assured data collection should be linked into the IT Strategy.

Further analysis of risks over districts may prove useful in identifying the applicability of Authority targets at a local level.

Design of the IPDS assessment process, including a decision on the approach to recording achievements (e.g. whether to purchase a new system), and implementation of the scheme.

Further communication on IPDS, once guidance is available, is recommended to ensure that all grades of staff are fully aware of the impact of changes being made.

Further communication with key stakeholders in respect of pre-planned overtime is necessary to ensure that all parties are clear on the Authority's approach. To support the Authority's decision, a cost benefit analysis could be undertaken to demonstrate that the use of pre-planned overtime represents value for money.

Part time working arrangements are to be reviewed, and have been considered in the early stages of developing phase two of the new duty system. In addition, any new duty system employed by the Authority should be in line with family friendly working policies.

The Authority faces the following obstacles:

Lack of quantification of potential savings within the IRMP plan may lead to a shortfall in budget and resources to address the shift from reactive to proactive service delivery.

The Authority is unable to fully implement the IPDS until pay negotiations on rank to role have been finalised.

Resistance from more junior staff may make the implementation of the new duty system difficult.

The implementation of the Fire Service Emergency Cover model, which may take several months to populate data once available, may delay any changes to the way intervention activities are resourced.

Without a suitable training records system in place, the implementation of IPDS may prove difficult, as all assessments and achievements will be paper-based.

The Authority has identified a weakness in its ability to use data to establish links between risks, incidents and causes.	
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- m. Progress in implementing the action plan developed in response to these findings will form part of the risk assessment for the next assessment of progress.

Summarised findings

- n. This assessment consists of 7 components, which are combined to provide the overall assessment for the authority. The results of these components are presented in the table below along with the key messages for the Authority. Supporting detail on the individual diagnostic sections is provided in the appendices to the report.

Summary	Overall Rating
Integrated Risk Management Planning (IRMP)	Some progress
Rank to role	Some progress
Integrated Personal Development System (IPDS)	Some progress
Pre Planned Overtime	Little or no progress
Duty Systems	Good progress
Part Time working and other conditions of service	Some progress
Delivering the modernisation agenda	Some progress

Key Messages

- o. Modernisation is a key priority of the Fire Authority. Members and Senior Officers show commitment to making progress in all areas assessed, and action plans are in place to address areas of improvement.
- p. The Authority has set challenging targets, for example, the proposed change to the duty system, and it is fully committed to implementing objectives which address the national service expectations, as a means to improve local service delivery.

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- q. The development and implementation of a more detailed action plan, in a SMART format, with deadlines and targets, is imperative to the success of achieving the year one objectives. This is currently in the final stages of development, and approval of this plan should be prioritised.
- r. Until further work has been undertaken to quantify the potential savings identified within the IRMP, the Authority cannot assess the achievability of its objectives resulting from the diversion of resources.

Good Practice

- s. Members have championed the modernisation process, and the production of the IRMP has been an integral part of Fire Authority meetings.
- t. Communication of the Authority's objectives, with regard to the IRMP, is high on the Authority's agenda. This includes publication of the IRMP on the Authority's website, the undertaking of a stakeholder seminar at the beginning of the process, and Member and Senior Officer involvement in visits to all stations. In addition, several briefing papers have been distributed to all employees on key issues, including IPDS, and a helpline has been set up for staff.
- u. The Authority demonstrates clear commitment to existing partnerships and to the development of new arrangements, which all point towards a shift of emphasis from reactive to proactive service delivery. This includes a Local Public Service Agreement with Nottinghamshire County Council, with specific targets to reduce deaths and serious injuries. Expected performance with and without the LPSA has been identified in the IRMP, giving a clear indication of the benefits of this partnership.
- v. The Authority is working with other local regional partners, for example, in the development of Home Risk Assessments.
- w. The Authority is involved in a Regional IPDS team, with the aim to implement IPDS on a regional approach.

Barriers to progress

- x. Lack of quantification of potential savings within the IRMP plan may lead to a shortfall in budget and resources to address the shift from reactive to proactive service delivery.
- y. The Authority is unable to fully implement the IPDS until pay negotiations on rank to role have been finalised.
- z. Resistance from more junior staff may make the implementation of the new duty system difficult.
- aa. The implementation of the Fire Service Emergency Cover model, which may take several months to populate data once available, may delay any changes to the way intervention activities are resourced.
- bb. Without a suitable training records system in place, the implementation of IPDS may prove difficult, as all assessments and achievements will be paper-based.

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cc. The Authority has identified a weakness in its ability to use data to establish links between risks, incidents and causes.

APPENDIX 1 - RESULTS OF IRMP DIAGNOSTIC

dd. The objectives of this element were to:

- assess the extent to which the authority has complied with prescribed guidance and timetables; and
- examine the robustness of any recommendations and plans for change, whether these are supported by evidence and are in line with organisational aims and objectives.

ee. The team considered the published / draft Integrated Risk Management Plan and the procedures and processes within the organisation that underpin it. The methodology sets out the basis for this analysis, using the descriptors good progress, some progress and little or no progress, to assess the results:

Key Issues	Extent to which statement met	Prescribed Guidance / best practice	Findings
<p>The fire authority has put in place the necessary building blocks to deliver an effective IRMP</p>	<p>Completely</p>	<p>Responsibility for the IRMP rests with the Fire Authority. They have considered the matter fully and have taken positive decisions regarding any delegation of this work to the Chief Fire Officer (or others). The letter from the ODPM (2 April 2003) indicated that it was expected that a Principal Officer and Liaison Officer would be appointed with responsibility for and involvement in the IRMP process. This has taken place and has been given due emphasis in organisational terms.</p> <p>Project management arrangements should have been set in place to oversee the process. This would be expected as good practice and would assist the service in assessing progress against plan and in the feedback and monitoring process. Clear links with the BVPP and the Community Strategy</p>	<p>The Authority has adapted the role of the Improvement and Development Board to oversee the production and implementation of the IRMP. There is member involvement in the I&D Board, and CFA meetings have been utilised to update members on progress. The Combined Fire Authority has championed IRMP proposals, and given approval for consultation to begin.</p> <p>The Chair of the Authority has been identified as the Lead Member on IRMP, and the weekly update meetings with the CFO are held on the progress of plans. An Assistant Chief Fire Officer has led the IRMP planning process, and dedicated teams have been set up for the production of the plan and its implementation, utilising specialists. A PRINCE2 adapted model has been used in the production of the IRMP.</p> <p>Weekly progress reports have been presented to Senior Management Team and eight-weekly reports to the I&D Board. Reports from the I&D Board to the CFA are expected to become more frequent with the implementation process beginning in April 2004.</p> <p>Members are aware of all guidelines and have met the timescales and requirements with regard to the consultation process.</p> <p>The IRMP clearly reflects the Authority's strategic vision, as stated in other corporate documents.</p>

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Key Issues	Extent to which statement met	Prescribed Guidance / best practice	Findings
		<p>should also be evident and any action plans should to be incorporated into the Authority's business and financial planning processes. Evidence is required of an agreed overall timetable including key milestones and formal monitoring arrangements.</p>	<p>An action plan for year one has been included in the IRMP, however this has not been set out in a SMART format, and the financial implications and potential savings areas have not been identified.</p> <p>Responsibility for implementing the action plan rests with the transition management team. In terms of prioritising objectives, the team makes use of Delphi charts, which has identified the risk factor associated with each individual project stream.</p> <p>We are aware that a more detailed action plan is currently being devised, and we recommend that priority is given to bringing this into operation and ensuring that resource implications are fully realised.</p>
<p>The fire authority has identified existing and potential risks to the communities it serves.</p>	<p>Partly</p>	<p>Clear evidence is required of a systematic, planned approach to reviewing and assessing currently available data and information, with action plans to address any gaps and system weaknesses (include extent of data collection, recording mechanisms).</p> <p>Existing and potential risks to the community should have been identified and prioritised against a set of agreed criteria that reflect national and local priorities.</p>	<p>Information is collated on incidents and is managed via the Management Information System. Geographical Information System mapping has been developed to show communities at risk.</p> <p>The Authority has identified a weakness in its ability to use data to establish links between risks, incidents and causes. Databases can be interrogated at station level and the Authority is looking to employ an analyst to undertake further statistical interrogation. Limited information on non-fire related incidents is collated and can be analysed in similar ways to fire related incidents. The Authority has identified the need for improvement of data gathering in this area as a key action point in year one.</p> <p>Data from the Office of National Statistics and from other local authorities has been used in the IRMP. Other national research reports have also been used in the identification of risks to the communities.</p> <p>The Authority is not currently approved to automatically transfer Fire Damage Report Form 1 data to the ODPM. Compliance checks are undertaken to ensure any anomalies are removed. We recommend that the development of accurate and quality assured data collection is linked into the IT Strategy.</p>
<p>The fire authority has assessed the effectiveness of the current preventative,</p>	<p>Partly</p>	<p>Clear evidence is required of a planned and prioritised approach to reviewing extant policies, procedures and practices. This review should be linked to identified key risk areas and include</p>	<p>The Authority has a comprehensive Community Safety Strategy that extends beyond a purely fire-related remit. Analysis of emergency calls over the past five years has been documented within the IRMP, as well as further analysis of occurrence of different incidents over a 24-hour period. Comparison of results of BVPIs has been made against the Authority's family group.</p>

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Key Issues	Extent to which statement met	Prescribed Guidance / best practice	Findings
protective and response arrangements.		comparison with national and local performance indicators. The balance between prevention and intervention should have been addressed.	Both prevention and intervention is addressed in the IRMP. Examples are given of how the Authority is already addressing risks through its involvement in partnership arrangements, e.g. the approach to Home Risk Assessments has been developed on a regional basis, and covers a wider range of risks than just those that are fire-related; and how they plan to address objectives, e.g. development of a co-responder partnership with East Midlands Ambulance Service.
The fire authority has assessed the opportunities for improvement and determined local policies and standards.	Completely	<p>The authority has demonstrated the link between evidence, risks and current arrangements in arriving at clearly laid out goals and objectives and that these are in turn linked to any action/implementation plan. The authority is able to provide detailed risk maps and evidence of risk assessment and prioritisation process. Any revised policies, procedures or standards (with the aim of meeting the goals and objectives) should clearly make the case for change and set out the likely benefits to accrue.</p> <p>The implications of failing to meet or exceeding targets should be set out by the Authority along with contingency plans. Comparison of new targets against old national targets should be given where change is recommended along with the rationale for change.</p>	<p>The Authority has demonstrated a link between evidence, risks and current arrangements in arriving at the action plan in the IRMP.</p> <p>Risk factors have been identified through the use of Delphi charts and the results are being fed into the detailed action plan, which is being developed by the transition management team, in order to prioritise project streams for resourcing and achievement of the Authority's targets. Delivery of the action plan has been allocated to the relevant departments and nominated project leads have been identified for each project stream. The transition management team is working with individual project leads to ensure a consistent approach to project planning, and measurable targets against which to measure actions are currently in the early stages of development. Comparison of current targets against new targets is intended to be measured.</p> <p>Dynamic mobilisation, which will assess the provision of fire cover needed for attendance at an incident, will be rolled in April 2004. Priority will be given to the current 'A' risk attendances. The Authority intends to undergo adaptive change in this area, with the inclusion of other risk areas in this approach throughout the year.</p> <p>The Authority is devising strategies in preparation for the Fire Service Emergency Cover model, and will test these strategies against the model once the software is operational.</p> <p>Other policies (e.g. automatic fire alarm response policy, hoax response policy and family friendly policies) are either in development or are included in the year one action plan. The cases for change are set out in the IRMP.</p> <p>The implications of failing to meet or exceed targets are being assessed, and the Authority is looking to develop a more robust performance management system to be implemented in April 2004, which will allow failing targets to be identified in</p>

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Key Issues	Extent to which statement met	Prescribed Guidance / best practice	Findings
			year one.
<p>The fire authority has assessed the resource requirements to meet the policies and standards identified.</p>	<p>Not at all</p>	<p>Resources are in place to support the delivery of the IRMP and associated action plans. An assessment has been made of deliverability and resources have been directed accordingly.</p> <p>There is a clear demonstration that this work has not been done in isolation from available resources or likely resource limitations. Any savings (or investment requirements) have been clearly identified and fully justified.</p>	<p>The 2004/05 budget does not include any specific allocations for the implementation of IRMP, other than a consultancy budget. Instead, a reallocation of resources is expected to cover the move from reactive to proactive delivery of services. The areas in which efficiencies are to be made to cover this move have been identified, however no work has been undertaken to quantify these efficiencies. We recommend that the Authority prioritises an exercise to determine the extent of potential efficiencies, in order to ensure that targets being set are achievable.</p> <p>Some actions may take longer than 12 months to deliver. The Authority has advised us that they are currently developing a three-year plan, within which is a detailed action plan for year one, and this will be taken to the CFA for approval in February. We recommend that the Authority ensures that timescales and resource implications are considered within the three-year plan.</p>
<p>The fire authority has made arrangements for implementation, monitoring, audit and review.</p>	<p>Partly</p>	<p>Implementation and monitoring arrangements make reference to and are included in the overall project and implementation plan. Effective monitoring and review systems are in place with both members and senior managers receiving regular and relevant management information on the progress against action plans. There is good evidence of corrective action where difficulties are encountered. Similarly, there is good evidence to support learning from past</p>	<p>The IRMP is still in the consultation stage and the implementation strategy is still in development. Improvement objectives will be dealt with as separate project streams. There will be a need for these projects to be co-ordinated at a corporate level. Local performance indicators are being developed, which will be reported on back to the I&D Board. Delivery against the action plan will be reported to Senior Management Team and the I&D Board on a regular basis.</p>

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Key Issues	Extent to which statement met	Prescribed Guidance / best practice	Findings
		experience.	
The fire authority has consulted with its partners and the wider community on its IRMP proposals.	Completely	<p>There is a consultation plan in place and delivery is being monitored against it. All key stakeholders have been included in the consultation. The consultation is meaningful and proportionate, addressing the key issues and any change of direction. This should include other public sector organisations, the community, business, staff and unions in accordance with IRMP guidance document 2. Any consultation has been co-ordinated with other bodies as appropriate. The authority has reviewed the purpose, extent, nature and outcomes of any consultation and how this has been or will be incorporated into the IRMP.</p>	<p>The draft IRMP has been published on the Authority's website. Posters and a CD-ROM version of the document were sent to all known stakeholders. The consultation period ended on 27th January. All comments will be evaluated and a response will be documented on the website. Where a response merits individual attention, this has been dealt with by the CFO. In addition, the Authority will publish key stakeholder responses in full.</p> <p>The Chair and the CFO, with the involvement of members of the CFA and senior management team, have carried out visits to all stations over the past six weeks, to consult with all staff on the IRMP.</p> <p>There will be a seminar for members in February to review the draft IRMP in light of the results of the consultation, and the final IRMP will be approved at CFA in March in preparation for implementation on 1st April. In addition to responses to the website, a general satisfaction survey has recently been undertaken (which achieved a 90% response rate), which included two questions specific to the IRMP, and we believe the results will also be taken into consideration at the February seminar.</p>
The fire authority has complied with prescribed guidance and timetables.	Partly	<p>An IRMP has been produced that is a clear statement of the Authority's goals for improved community safety, the areas identified for improvement, the policies designed to deliver those goals and improvements and the standards set for prevention and intervention. Anyone reading the IRMP should be able to see how the policies and</p>	<p>The IRMP identifies the main risks to the Authority's community and three key social factors have been identified as influencing the number of emergencies (deprivation and exclusion, commercial risk and roads infrastructure). The Authority is in its third year of producing district plans, and we recommend that the Authority continues to analyse risks over Nottinghamshire's districts to ensure these plans reflect the differences identified on a local level.</p> <p>The effectiveness of current preventative, protective and response arrangements</p>

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Key Issues	Extent to which statement met	Prescribed Guidance / best practice	Findings
		<p>standards will contribute to the goals.</p> <p>An effective IRMP should:</p> <ul style="list-style-type: none"> • identify existing and potential risks to the community within the authority area; • evaluate the effectiveness of current preventative, protective, and response arrangements; • identify opportunities for improvement and determine policies and standards for prevention and intervention; • determine resource requirements to meet these policies and standards; • include arrangements for implementation, monitoring, audit and review. 	<p>have been evaluated through the use of performance information for the Authority as a whole.</p> <p>Opportunities for improvement through changing the balance between prevention and intervention have been identified, but the precise details of how these will be achieved are still in the development stage.</p> <p>Key supporting issues relating to revised structures, finance and resourcing have been identified in the IRMP action plan, but these lack adequate detail to be able to determine whether they have been achieved. There are no costings for any proposals set out in the plan. The 2004/05 budget bid includes budgets for further consultation and training of retained officers in preparation for IPDS, and the Authority has estimated the cost of moving to a more proactive approach of approximately £1.9m. This represents a shift in resources from frontline towards community safety. No other costs or savings have been identified to date.</p> <p>There are existing quality and performance monitoring arrangements in place through the I&D Board. However, further development of the detailed action plan which supplements the IRMP action plan needs to be undertaken to ensure objectives are SMART, and we have been advised that this is in progress.</p>

Overall assessment of progress in this topic area
Some progress

APPENDIX 2 - RESULTS OF RANK TO ROLE DIAGNOSTIC

ff. The objectives of this element were to:

- assess and the extent to which the authority has made preparations for, or implemented, the move from rank to role following the outcome of national negotiations; and
- examine the robustness of any plans that are in place and how these have been integrated with other areas.

gg. The methodology sets out the basis for this analysis, using the descriptors: good progress, some progress, and little or no progress.

Key Issues	Extent to which statement met	Prescribed Guidance / best practice	Findings
<p>The fire authority has an action plan in place to deliver the move from rank to role.</p>	<p>Partly</p>	<p>The authority has produced a costed action plan that sets out the resource (staff and money) implications of the move from rank to role that is effective from 7 November 2003.</p>	<p>The authority has carried out a pay assimilation exercise in accordance with NJC circular 13/03 in order to assess the cost implication of the move from rank to role. Costings include an assessment of the expected protection arrangements that may be required. This has been approved by the Head of Finance.</p> <p>A bid has been included in the Authority's budget setting exercise, due to be finalised in early February. Costs have been included in the budget plan under the heading of Pay Awards Contingency, and are considered to be prudent in light of the current uncertainties around the transition from rank to role. The 2004/05 budget requirement for pay also includes an element for the payment of special responsibility allowances.</p> <p>The Authority has an action plan in place, which integrates Rank to Role into the implementation of IPDS. Those actions relating to the move from rank to role, including the production of new job descriptions and revised contracts, are well underway, but are being held up by the delay in further guidance from the NJC.</p>

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Key Issues	Extent to which statement met	Prescribed Guidance / best practice	Findings
The fire authority has fully assessed and provided for the resource implications of the move from rank to role.	Partly	A fully and properly costed action plan is in place and has been considered and agreed at senior management team / authority level. Costs are fully integrated into draft / final budgets for 2004/05.	The 2004/05 budget implication for the move from rank to role will be considered by the Combined Fire Authority at its February meeting. The budget bid is based on the full year effect of the November 2003 pay award plus the anticipated July 2004 award.
Employees and other key stakeholders are fully aware of the plans and processes involved and the role they have to play.	Partly	There is a communication plan in place and consistent and clear messages have been given to all relevant staff.	<p>The Chair and the CFO, with the involvement of members of the CFA and senior management team, have carried out visits to all stations over the past six weeks. These visits have primarily focussed on the impact of IRMP, but have also touched on IPDS and the move from rank to role.</p> <p>Several staff briefing papers have been sent out giving details on how they will be affected by the move from rank to role, however these documents tend to focus on IPDS. Contracts, job descriptions and personal letters were drafted in preparation for implementation of the pay award on November 7th, but issuing of these documents has been delayed by the issue of circular NJC 15/03 and issues associated with implementing IPDS structures and appointment process. As an interim measure, staff have been informed of the current position regarding the pay award, based on information set out in circular 13/03.</p> <p>An email helpline has been established, and the IPDS team members have been identified to all staff as a point of contact for any queries. Interviews held with the IPDS team identified that these sources of support have proven to be popular, although concerns were raised over the extent of access to the intranet by more junior staff. Communication is crucial to the success of IPDS, and we recommend that the IPDS team considers making visits to stations once further guidance has become available to ensure all grades of staff are fully aware of the changes and how they will be affected.</p>

Overall assessment of progress in this topic area

Some progress

APPENDIX 3 - RESULTS OF INTEGRATED PERSONAL DEVELOPMENT SYSTEM DIAGNOSTIC

hh. The objectives of this element were to:

- assess and the extent to which the authority has complied with prescribed guidance and timetables issued to date; and
- examine the action plans and current local practice.

ii. The aim is to assess the extent of progress and level of preparedness for the full introduction of IPDS in line with nationally prescribed timescales. The methodology sets out the basis for this analysis, using the descriptors: good progress, some progress, and little or no progress.

Key Issues	Extent to which statement met	Prescribed Guidance / best practice	Findings
The fire authority has set in place management structures to support the introduction of IPDS.	Completely	Responsibility for IPDS has been championed at a senior level within the authority. The authority has considered the matter fully and has taken positive decisions regarding any action plan to progress implementation. A senior member of the management team has been appointed to lead on the issue.	<p>The Authority has supported the development of IPDS on a national basis over the past three years, with a senior officer being fully involved in the IPDS working group. A team of uniformed and non-uniformed staff, with specialisms relevant to the process, has been set up to take the process forward. The Head of HR leads this team.</p> <p>The Authority has its own accredited training centre, which demonstrates commitment to the development of firefighters.</p> <p>A detailed action plan has been developed, which has been approved by Senior Management Team. The implementation of IPDS is being carried out on a regional basis.</p>
Employees and other key stakeholders are fully aware of the plans and processes involved and the role they have to play.	Partly	<p>There is a communication plan in place. Consistent and clear messages have been given to all relevant staff.</p> <p>The practical implications have been included in personal targets and development targets for key staff.</p>	<p>Staff briefing papers and a FAQs on IPDS have been produced for all staff. An email helpline has been set up, but not all fire fighters are aware of this facility. The Authority forms part of a Regional Team, which has produced a leaflet detailing the reasoning behind IPDS and listing the eight components. This leaflet is to be sent out imminently.</p> <p>In general, there is a lack of clarity over how the implementation will affect staff, and a degree of resistance from more junior staff, for example, the need to undergo training to become workplace assessors.</p>

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Key Issues	Extent to which statement met	Prescribed Guidance / best practice	Findings
<p>The fire authority has complied with prescribed guidance and timetables.</p>	<p>Partly</p>	<p>Payment of Stage 2 of the pay agreement depends on 'a new pay structure, linked to the IPDS role structure and producing average pay increases of 7%'. The pay structure will be based on the developmental stages outlined within the IPDS, and not on current ranks, which will effectively cease to exist. The IPDS therefore has significant and urgent implications for every part of the fire and rescue service so that people can be properly paid. Senior management corporately have assessed the implications and impact across all parts of the service, alongside other key modernisation issues. Circular 11/2003 stated that <i>"authorities are advised to assess their current state of preparedness and, as a matter of urgency, take any necessary steps for implementation, seeking assistance from the contact points identified"</i></p>	<p>The Authority has complied with prescribed guidance and timetables. The scheme has yet to be implemented, but it is envisaged that sub officers will begin their assessors NVQ in May 2004. The Authority has an accredited training centre with its own assessors, and training is currently underway to generate additional station-based assessors to carry out workplace assessments.</p>
<p>The fire authority has undertaken a gap analysis on IPDS and an action plan has been drawn up on the basis of this.</p>	<p>Partly</p>	<p>Circular 11/2003 specifically advises that a gap analysis should be undertaken.</p>	<p>The Authority is part of a regional IPDS team and a gap analysis has been undertaken for the region. This has been used as a basis for identifying points in the Authority's own IPDS action plan.</p> <p>Members of the regional team are also National IPDS Co-ordinators.</p> <p>Work is underway to link roles to existing NVQs and the possibility of regional training and development.</p>

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Key Issues	Extent to which statement met	Prescribed Guidance / best practice	Findings
The fire authority is fully prepared for the introduction of workplace assessments.	Partly	Circular 14/2003 provides a checklist that enables assessment of the state of readiness for implementing workplace assessments. It is expected that all authorities will have either addressed or be completing this.	<p>The Authority has advised us that the checklist will be addressed within the IPDS action plan, however the Authority is still some way off implementing workplace assessments.</p> <p>The Authority has a training records system, but this is not fully supported, and until a decision has been taken on how to proceed (with the existing system, or the purchase of a new system), recording will be paper based.</p>
The fire authority fully assessed and provided for the resource implications of the implementation of IPDS.	Partly	A fully and properly costed action plan is in place and has been considered and agreed at senior management team / authority level. Costs are fully integrated into draft / final budgets for 2004/05.	<p>Costs associated with the development of IPDS (equivalent to 3 salaries) and a provision for additional training of retained fire fighters have been included in the budget bid, but no other costs associated with implementation have been identified yet. Interview with the Training Manager identified that there is sufficient capacity to train the additional NVQ assessors, but she is aware that once IPDS is fully implemented there will be financial implications that have yet to be quantified.</p> <p>The Authority needs to consider the cost vs. benefit of bringing the current records system into use, as opposed to purchasing a new system, as a priority.</p>

Overall assessment of progress in this topic area
Some progress

APPENDIX 4 - RESULTS OF PRE PLANNED OVERTIME DIAGNOSTIC

jj. The objectives of this element were to:

- assess whether the fire authority has reviewed its current use of overtime in the light of the IRMP; and
- examine any changes (planned or actual) in the light of the impact they will have on its organisational aims and objectives, having taken account of the IRMP.

kk. The aim is to assess the extent of progress and level of preparedness for the full introduction of pre-planned overtime in line with nationally prescribed timescales. The methodology sets out the basis for this analysis, using the descriptors: good progress, some progress, and little or no progress.

Key Issues	Extent to which statement met	Prescribed Guidance / best practice	Findings
The fire authority has reviewed its own use of overtime in the light of the changes.	Partly	The authority has considered the use of overtime in the context of the draft IRMP and has sought to maximise the opportunity for increased efficiency or more flexible use of resources.	<p>The Authority is developing plans to utilise overtime to deliver the IRMP in a cost effective way. The current cost of casual overtime for wholetime staff is approximately £85,000 p.a.</p> <p>Instruction has recently been sent out to junior officers that require their attendance at group meetings, whether or not they are on duty. This also includes watch managers, which should help alleviate difficulties currently experienced in disseminating information to frontline staff.</p> <p>In order for the Authority to progress further in this area, further consultation with stakeholders (e.g. Union Representatives) should be carried out to ensure that all parties are clear on the Authority's approach to all aspects of overtime.</p>
The fire authority has made / planned changes in the use of overtime.	Not at all	Changes in operational activity have taken place or are planned based on the assessments made. Where no changes are planned it has been clearly demonstrated that this does not represent a value for money option for the authority.	<p>Change has been implemented regarding attendance of junior officers at meetings when not on duty. As this has only recently been enforced, it is not yet known whether implementation has been successful.</p> <p>In order to be able to demonstrate that pre-planned overtime represents a value for money option for the Authority, a financial cost benefit analysis needs to be undertaken of the cost of pre-planned overtime vs. the recruitment of additional staff.</p>

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Overall assessment of progress in this topic area

Little or no progress

APPENDIX 5 - RESULTS OF DUTY SYSTEMS DIAGNOSTIC

II. The objectives of this element were to:

- assess the extent to which the fire authority has taken the opportunity to undertake a detailed review of current duty systems and whether these are best aligned to achieving its organisational aims and objectives; and
- examine the alignment of resources with the risks identified and prioritised in the IRMP, but also having due regard to, for example, family friendly working policies.

mm. The methodology sets out the basis for this analysis, using the descriptors: good progress, some progress, and little or no progress.

Key Issues	Extent to which statement met	Prescribed Guidance / best practice	Findings
<p>The fire authority has comprehensively reviewed its duty systems and considered alternative approaches.</p>	<p>Completely</p>	<p>A review has taken place and there has been consideration by members and/or the senior management team of the outcome of the review and agreement of an action plan.</p>	<p>The Authority has produced several 'Working Differently' documents as part of the IRMP process, which review the current duty system used and how this fits in with actioning the objectives of the IRMP. These documents have been approved by the Senior Management Team.</p> <p>The Authority has come to the conclusion that the current system does not make good use of time, and is aiming to achieve positive 24-hour working. Negotiations are underway as to how this can be implemented in 2004/05. This is phase one of a two phase change, the second phase awaiting the results of current legal cases and any impact the working time directive may have on shift lengths.</p> <p>The implementation of the change in duty system is radical in comparison with other fire authorities. The Authority has begun to identify various shift patterns in preparation for phase two, which take into account the possibility of part-time working and the reduction of shifts to 8 hours.</p> <p>Despite much consultation with the unions, there is still a lot of resistance with regard to the implementation of the new duty system, and it is unclear as to whether it will be implemented on 1st April.</p>

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Key Issues	Extent to which statement met	Prescribed Guidance / best practice	Findings
<p>The fire authority has made / planned changes that are in accordance with the outcome of the IRMP and / or objectives of the organisation.</p>	<p>Partly</p>	<p>Changes have either taken place or are planned that can be clearly evidenced back to a redirection of resources based on the risk assessment undertaken as part of the IRMP.</p> <p>Sign up to the changes has been accepted throughout the organisation and this has been evidenced through interviews.</p>	<p>The Authority is committed to implementing positive 24-hour working and negotiations are underway to achieve this. The District Manager role will be redefined, and training and development of watch managers will be undertaken to ensure expectations are brought in line. The longer-term intention is to devolve first attendance responsibilities to watch managers, which will enable District Managers to focus more on performance aspects of their role.</p> <p>The Chair and the CFO have undertaken visits to all stations to communicate the changes relating to the new duty system to all staff, however resistance has been evidenced through interviews, which may delay the process. We recommend that any new system employed by the Authority needs to demonstrate that it is family friendly.</p> <p>The benefits of changing the duty system, principally the more effective use of time, have been identified. In order to quantify the potential financial and resource savings to the Authority, we recommend identification of the net savings in overtime costs achievable by moving the shift end from peak time to off peak.</p>

Overall assessment of progress in this topic area
Good Progress

APPENDIX 6 - RESULTS OF PART TIME WORKING AND OTHER CONDITIONS OF SERVICE DIAGNOSTIC

nn. The objectives of this element were to:

- assess what progress has been made in the review and amendment of conditions of service; and
- examine the extent to which the fire authority has taken the opportunity to undertake a review of current conditions, particularly the use of part time staff, and whether these are best aligned to achieving its organisational aims and objectives.

oo. The methodology sets out the basis for this analysis, using the descriptors: good progress, some progress, and little or no progress.

Key Issues	Extent to which statement met	Prescribed Guidance / best practice	Findings
The fire authority has comprehensively reviewed its part-time working and other conditions of service and considered alternative approaches.	Partly	A review has taken place and there has been consideration by members and/or the senior management team of the outcome of the review and agreement of an action plan.	<p>There is evidence of part time arrangements already in place e.g. non-uniformed and control staff. These arrangements will be considered as part of the review of extending part time working to operational staff. A survey has been commissioned regarding work-life balance, and the Authority is looking to develop policies on areas such as job sharing and part time working as part of the HR Strategy.</p> <p>As part of the development of phase two of the new duty system, models are being developed which incorporate part time working. These are in the early stages at present, and although decisions are being made as to which model to progress with, these may be impacted upon by future legislation.</p> <p>The Authority is also awaiting the revision of the Grey Book.</p>
The fire authority has made / planned changes that are in accordance with the outcome of the IRMP and / or objectives of the organisation.	Partly	<p>Changes have either taken place or are planned that can be clearly evidenced back to a redirection of resources based on the risk assessment undertaken as part of the IRMP.</p> <p>Sign up to the changes has been accepted throughout the organisation and this has been evidenced through interviews.</p>	<p>Costing implications have been considered at a basic level during the development of models for phase two of the new duty system. This is to identify whether the incorporation of part time working will incur any extra costs as a result of overlaps in staffing that do not currently exist. The aim is to design a model that complies with all relevant legislation, which is possible if part time working is adopted by the Authority.</p> <p>Part time working is still in its very early stages of consideration, and no formal decisions have been made by the Authority. However, discussions with operational staff show that they are in support of part time working as this</p>

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Key Issues	Extent to which statement met	Prescribed Guidance / best practice	Findings
			encourages family friendly arrangements. We recommend that the Authority continues to develop arrangements for implementing part time working for uniformed staff, and that Union Representatives are fully involved in any decisions made.

Overall assessment of progress in this topic area
Some progress

APPENDIX 7 - RESULTS OF DELIVERING THE MODERNISATION AGENDA DIAGNOSTIC

pp. The objectives of this element were to:

- assess how the authority is progressing the overall modernisation agenda to address the changes set out in the White Paper; and
- understand what the key achievements are and what areas the fire authority is prioritising for future modernisation, the outcomes it is seeking to achieve and broadly how these will be delivered

qq. The methodology sets out the basis for this analysis, using the descriptors: good progress, some progress, and little or no progress.

Key Issues	Extent to which statement met	Prescribed Guidance / best practice	Findings
The fire authority has a clear and well communicated vision of what it is trying to achieve in respect of modernisation.	Partly	There is a clear and demonstrable vision that is recognised and acknowledged by stakeholders both within the organisation and beyond.	<p>The Authority's strategic vision and objectives are clearly stated within its plans, and the IRMP sets out the Authority's future plans. Objectives focus on community safety and are not restricted to fire-related matters.</p> <p>A stakeholder seminar was held before production of the IRMP. Representatives from all Nottinghamshire councils, health bodies, education bodies, other emergency services, major businesses partnerships and advisory services were invited to the seminar.</p> <p>As the IRMP is still in consultation, an assessment of stakeholder acknowledgements is not complete.</p> <p>Regular meetings of the East Midlands regional fire authority Chairs and CFO's take place, which is seen as a natural platform from which to establish a Regional Management Board by April 2004.</p>
The fire authority has taken effective action to deliver its key early priorities.	Partly	<p>Key early priorities have been identified and resources focused accordingly.</p> <p>SMART action plans are in place that are being monitored and delivered upon.</p>	<p>An action plan for the implementation of IRMP in year one has been included within the document, which identifies aims and objectives in the plan and assigns responsibility to individual departments. However, these actions are to some degree aspirational, and are not set out in a SMART format.</p> <p>Interview of the IRMP transition management team identified a more detailed action plan is in the final stages of production for use on a local level, which identifies timescales and risks associated with individual departments.</p> <p>Monitoring arrangements are in place through review by the I&D Board, who feed</p>

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Key Issues	Extent to which statement met	Prescribed Guidance / best practice	Findings
			<p>back to the CFA on a regular basis. These arrangements have been in place throughout the production of the IRMP and will continue once the IRMP has been implemented.</p> <p>A Delphi chart has been devised to prioritise all project streams identified in the year one action plan. This will be used to focus financial and staffing resources appropriately.</p>
<p>The fire authority has made good progress to date in delivering on key aspects of modernisation.</p>	<p>Partly</p>	<p>There are clear signs of progress against the key early priorities. This can be tangibly measured and confirmed by stakeholders both inside and outside the organisation.</p>	<p>The IRMP is still in consultation and we would not expect to see significant progress at this stage. However, there is evidence of some progress being made against objectives set. Phase one of the new duty system is due to be implemented at the beginning of the new financial year, although there is clear resistance and the Authority is still in negotiations with Unions. Negotiations are also being held with East Midlands Ambulance Service to define the agreement with respect to co-responding, and the Authority is in the final stages of agreeing a public service agreement with Nottingham City Council. Some risk reduction strategies have been introduced e.g. Home Risk Assessments, but the Authority has identified the need for further expansion to implement potential.</p>
<p>The fire authority has set in place effective plans to continue to deliver its priorities, aims and objectives.</p>	<p>Partly</p>	<p>Members and senior management are well informed and focused. The next stages of progress have been clearly identified. Strengths and weaknesses have been identified and action is being taken to address areas where progress is slow. Successes are celebrated. Management attention is clearly focused on the overarching aims and objectives of the organisation with realistic and deliverable ambitions.</p>	<p>Modernisation is an integral part of the CFA agenda, and Members have been involved throughout the process. A seminar on IRMP was attended by Members at the beginning of the process, and the CFO has given them an in-depth brief on the White Paper and Circular 7/03. In addition the service has received four visits from the ODPM support team and has attended a number of practitioner forums to discuss best practice.</p> <p>There is confidence in senior management being successful in moving forward with the implementation of objectives, however there is an understanding that resistance to change may be more evident at junior levels, and it is hoped that the implementation of IPDS will help to overcome these barriers.</p> <p>It is anticipated that the detailed IRMP action plan will be approved imminently and implementation will begin on 1st April.</p>
<p>Overall assessment of progress in this topic area</p>			
<p>Some progress</p>			



APPENDIX 8 - ACTION PLAN

Nottinghamshire and the City of Nottingham Fire Authority

Fire Service Pay and Conditions Agreement– Verification Work Action Plan

February 2004

Prepared for:

Nottinghamshire and the City of Nottingham Fire Authority Version: 1

Page	Issue to be addressed / Recommendation	Priority 1 = Low 2 = Med 3 = High	Responsibility	Agreed	Comments	Date
IRMP						
11	We are aware that a more detailed IRMP action plan is currently being devised, and we recommend that priority is given to bringing this into operation and ensuring that resource implications are fully realised.	3				
11	We recommend that the development of accurate and quality assured data collection is linked into the IT Strategy.	2				
13	We recommend that the Authority prioritises an exercise to determine the extent of potential efficiencies, in order to ensure that targets being set are achievable.	3				
13	Some actions may take longer than 12 months to deliver. We recommend that the Authority ensures that timescales and resource implications are considered within the three-year plan.	2				

14	The IRMP identifies the main risks to the Authority's community and three key social factors have been identified as influencing the number of emergencies. We recommend that the Authority continues to analyse risks over Nottinghamshire's districts to ensure district plans reflect the differences identified on a local level.	1				
RANK TO ROLE						
17	Communication is crucial to the success of IPDS, and we recommend that the IPDS team considers making visits to stations once further guidance has become available to ensure all grades of staff are fully aware of the changes and how they will be affected.	2				
IPDS						
20	The Authority needs to consider the cost vs. benefit of bringing the current records system into use, as opposed to purchasing a new system, as a priority.	3				
PRE PLANNED OVERTIME						
21	In order for the Authority to progress further in this area, further consultation with	2				

	stakeholders (e.g. Union Representatives) should be carried out to ensure that all parties are clear on the Authority's approach to all aspects of overtime.					
21	In order to be able to demonstrate that pre-planned overtime represents a value for money option for the Authority, a financial cost benefit analysis needs to be undertaken of the cost of pre-planned overtime vs. the recruitment of additional staff.	2				
DUTY SYSTEMS						
24	We recommend that any new system employed by the Authority needs to demonstrate that it is family friendly.	3				
24	In order to quantify the potential financial and resource savings to the Authority, we recommend identification of the net savings in overtime costs achievable by moving the shift end from peak time to off peak.	3				

<i>PART TIME WORKING AND OTHER CONDITIONS OF SERVICE</i>						
25	We recommend that the Authority continues to develop arrangements for implementing part time working for uniformed staff, and that Union Representatives are fully involved in any decisions made.	2				

APPENDIX 5

Appendix B is in pdf format and is not compatible with the Committee On-line system. If you would like a hard copy of the report, please contact Catherine Ziane-Pryor on (0115) 915 4594