

Overall										
	Objective	Owner	Key contributors	Completion date	Resource issues	Communication issues	Risks	Review date (s)	Period Activity	Status
Objective	Formulate and have commenced implementation of an action plan to deliver agreed objectives	P.Short	TC, CP, Owners	09/02/07		Update SMT members and other key stakeholders on process being adopted		Weekly at SMT	Plan drafted, discussed, formulated and discussed with key stakeholders. Sub plan owners identified and meetings held, sub plans populated. Plan approved at SMT and actions commenced, regular individual and group meetings held with Sub plan owners. Initia	Completed
Objective	Implement new HR structure	P.Short	HR team, SMT, Group/Area Managers	30/04/2007		Keep all key contributors, Stakeholders and TU updated	Final structure does not meet requirements, aspirations of all concerned - this to be minimised and mitigated via full involvement and consultation	Weekly	Initial discussion with all staff, informal discussions with TU, presentation from PwC, feedback sought from key stakeholders. Draft structure produced and further discussions held with relevant individuals and groups. Process matrix to completion drafted	
Objective	Formulate and implement process and review for optimum contribution from HR team	P.Short	HR team, Dick Dawson, L&D team	30/052007		Keep TU updated of process and progress	Dependance on availability of overall PDR programme	Weekly from 1/4/07		N/A at present
Objective	Review the use of external HR support and expertise	N.Timms		30/04/2007					Past expenditure has been analysed in order determine the reasons behind it. Expenses have been categorised into projects and/or themes (e.g. job evaluation, shift change etc) in order to identify whether the expenditure is likely to be ongoing or whether	

Objective	Review and update all HR Policies and procedures	T.Crump	RB's, Vic McMillen, HRO's	April 2007 (uncontested documents) Sept 2007 (whilst unreviewed policies will be accessible from the end of April, a total overhaul and reformatting will take some time to complete)	Time / conflicting priorities	Post completed policies & procedures on intranet and R.drive	Failure to agree single policy with all RB's	01-Mar-06	"15/03/07 - Status Report: (1). Preliminary work undertaken to sort existing policies/procedures into files for the master intranet HR Policy folder (2) draft Re-engagement policy, Secondary employment policy, draft Appointment policy submitted to S	
Objective	Formulate process for effective and efficient dealing with Discipline and Grievance cases	C.Parkinson	F Swann, P Short, Personnel Officers, J Buckley, M Smart, V McMillen, Uniformed HR Managers, Rep bodies, L Reeson, Training providers, D Dawson.	Aug-07	Funding resources for training line managers.	Extensive communication required throughout the organisation.	Unless current practices are addressed risks are: ET cases, Waste of Management and the time, staff demotivation, worsened Industrial relations.		Chris Parkinson held discussions with Mark Healy to ascertain regional stance. Draft NFRS disciplinary procedure issued to Uniformed Rep Bodies for comment. Chris Parkinson and Karen Jennings to discuss operation of discipline and grievance proc	

Objective	Formulate and implement process for Personal Development Reviews	D.Dawson	Vic McMillan Chris Parkinson	May-07	Availability of key contributors to allocate sufficient time to the process.	All departments, sections and watches will need to be included	The project requires the support and buy-in from all managers and for appropriate time to be allocated to the task.	25th May 2007	summary of activity - * a new style of PDR form has been produced which is suitable for all personnel (uniformed and non-uniformed) and includes appraisal and the platform for CPD. * a new policy and procedures have been	On track
Objective	Formulate guidance for dealing with OHS Sickness Absence/ Ill Health Retirement guidance	C.Parkinson	J Buckley, F Swann, V McMillen, M Smart, R Johnston, S Cornish, Personnel Officers, Uniformed HR Managers, Rep bodies, Occ Health, L Reeson, SMT, Training providers, D Dawson.	Jul-07		Funding/resources for training line managers.	Unless current practices are addressed, risks are: Inconsistent treatment; ET cases; Loss of productivity; lowering of morale; increased operating costs.		Sickness absence group established, comprising of Chris Parkinson, Paul Hair, Vic McMillen, Richard Johnston, Sue Cornish, Helen Seedhouse and Donna Kelly. Meeting held in mid Mar	
Objective	Evaluate use of "Firstcare"	C.Parkinson	SMT, Occ Health, Personnel Dept, IT, Crewing, J Buckley	Jul-07		None			Firstcare review group established, comprising Chris Parkinson, Paul Hair, Helen Seedhouse, Vic McMillen and Peter Mann. Initial report assessing the current situation produced by Chris Parkinson resulting from this group meeting to discuss.	
Objective	Formulate and implement process to manage Equality Impact assessments	J.Dennis	R.Johnston PACT	30/04/2007	Admin Support	Process to be communicated across the service	Failure to meet requirements under BVPI 2, RRA, DES, GES	01/03/2007	Procedure and guidance notes fully documented, need to be formatted in house style. Flow chart steps identified, flow chart to be drafted. Process and flow charts to be communicated to relevant staff, for action, as appropriate.	
Objective	Optimise relationships with all Trade Unions (FBU, FOA, RFU, UNISON)	M.Healey	CP, TC, PS - TU representatives, SMT, Group/Area managers	May-07	MH not full time NFRS resource	All concerned need to be aware of potential ER impact of most NFRS decisions and actions being considered, or taken		Monthly	Existing relationships evaluated and draft paper produced, which identifies actual structures and processes and perceived state of relationships. Outline action plan for improvement drafted.	
Objective	Produce HR Business Plan for 2007/2008	T.Crump	HRO's, Area Managers (SS, IS), Dept service users (PACT)	01/04/2007 - 1/5/07 for project plans	Conflict of priorities. Information from other depts	Published as part of corporate plan.	Plan not completed due to time constraints	01/03/2006	15/03/07- Status report : HR Business Plan completed in draft. Some detailed Project Plans completed. Interdependancies agreed via PACT. On target to complete by 1st April 2007.	
Objective	Ensure that key characteristics in relation to HR function identified by PwC report are addressed	P.Short	Plan owners	Dependant on progress of overall and sub objectives		Keep SMT and Key stakeholders updated with significant issues				N/A at present