

meeting	NOTTINGHAMSHIRE AND CITY OF NOTTINGHAM FIRE & RESCUE AUTHORITY	
	HUMAN RESOURCES COMMITTEE	
date	4 April 2007	agenda item number

REPORT OF THE DEPUTY CHIEF FIRE OFFICER

HUMAN RESOURCES BUSINESS PLAN 2007/08

1. PURPOSE OF REPORT

To set out for Members the key areas of development for the Human Resources department during 2007/08.

2. BACKGROUND

As part of the performance framework established by the Service, each functional area sets out its key objectives for the forthcoming year. This will form part of the corporate Annual Plan, and establishes the work programme through which the Service will deliver the Community Safety Plan, implement new legislation, and work toward national and locally agreed targets and objectives.

3. REPORT

- 3.1 The Human Resources Plan (attached as Appendix A) is underpinned by a number of key “drivers” in 2007/08 – these include changes to employment legislation and pension regulations, the updating of policies and Conditions of Service, implementation of the recommendations of the HR Review and preparation for the transfer to a Regional Control Centre.
- 3.2 The plan indicates the relative priority of each project area and an indicative timescale within which work will be undertaken and completed. Detailed project plans have been developed in each area of activity to measure progress against key milestones. The plan has been broken down into five main areas – strategic HR issues, corporate HR issues, operational HR issues, equalities and occupational health.
- 3.3 Strategic HR issues focus on the development of an over-arching direction for HR in the areas of leadership, organisational development, equalities, and the aligning of the HR Strategy with organisational objectives. Delivery of this aspect of the Plan will predominantly lie with the Head of HR.
- 3.4 Corporate HR issues focus on the translation of the HR strategy into detailed policy and implementation plans, ensuring compliance with legislation and HR best practice. Priorities for this year include the updating and development of all HR policies and practices, the Regional Control/Firelink project, grading review, flexible working and HR performance.

- 3.5 Operational HR issues are those which ensure the delivery of a professional HR advisory and support service to employees, managers and stakeholders. This area of activity concentrates on day to day people management issues, transactional processes and engagement with a range of service users. Priorities for this year include absence management, a greater level of direct support to first-line managers, new/revised procedures, regional engagement on recruitment and ADCs, and upgrade of the Personnel Information System.
- 3.6 Equalities issues span the areas of employment and front-line service delivery, ensuring that the Service meets its statutory duties and promoting wider engagement with the community. Much of the focus of the plan is aligned to the achievement of the Equalities Standards for Local Government and the delivery of the Equalities Plan for 2006-09.
- 3.7 Occupational Health priorities centre on the delivery of a new Fitness Policy concentrating on promotion of health and fitness issues, rehabilitation, disability, absence and ill-health retirements, and stress management.

4. FINANCIAL IMPLICATIONS

Budgetary provision to support the delivery of the Business Plan has been made in the budget for 2007/08.

5. PERSONNEL IMPLICATIONS

The proposed structural changes to the establishment and roles of the HR section have been designed to target resources more effectively and support the delivery of key performance objectives.

6. EQUALITY IMPACT ASSESSMENT

All HR policies and practices are designed to ensure compliance with equalities legislation and to reflect best practice. The achievement of Local Government Equality Standards (Level 3) and the Equalities Plan 2006-09 is a key element of the plan and will represent a key performance indicator for the Equalities Officer and for the Service overall.

7. RISK MANAGEMENT IMPLICATIONS

The importance of delivering HR objectives is significant in terms of the impact on organisational development, achievement of the Community Safety Plan and compliance with employment legislation. The effective delivery of HR support to the organisation is key to ensuring the effective recruitment, retention and development of staff and to the maintenance of good employee relations. A failure to deliver against the HR Plan may result in employee unrest, delays in delivering the outcomes of the HR Review and change agenda, and an increase in internal grievances, disputes or employment tribunal applications.

8. RECOMMENDATIONS

That Members note the proposals contained within the attached Business Plan for 2007/08, and agree to receive regular updates on progress throughout the forthcoming year.

9. LIST OF BACKGROUND PAPERS OTHER THAN PUBLISHED WORKS (OTHER THAN THOSE DISCLOSING CONFIDENTIAL OR EXEMPT INFORMATION)

None.

Frank Swann
DEPUTY CHIEF FIRE OFFICER

CONTACT OFFICER	
Name :	Frank Swann Deputy Chief Fire Officer
Tel. No :	0115 967 0880
E-mail :	frank.swann@notts-fire.gov.uk



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

HUMAN RESOURCES DEPARTMENTAL PLAN

2007/08



Contents

Contents	Page No
Introduction	3
Department Team	4
Core Work	6-10
Projects	12-26



NOTTINGHAMSHIRE

Fire & Rescue Service

Creating Safer Communities

Introduction

The Human Resources Department is made up of the Personnel, Occupational Health, Equalities, Industrial Relations and Learning and Development teams which provide professional and administrative support to all departments of the Service across the functional area. (Please note that the objectives of the Learning and Development Team are set out in a separate plan).

The Head of Human Resources leads the department and is a member of the Strategic Management Team.

The department is responsible for advising, delivering and facilitating organisational response to human resources issues which include:

- § Organisational development and workforce planning
- § Recruitment
- § Contractual and pay issues
- § Application and interpretation of employment legislation and national conditions
- § Ill health and retirement
- § Pension schemes
- § Termination of employment
- § Industrial relations
- § Discipline and grievance
- § Equalities
- § Occupational Health issues
- § Regional support



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Department Team

Team Member		Team Role
Head of Human Resources	-	Gina Turner
Interim Head of HR	-	Peter Short
Personnel Manager	-	Tracy Crump
Personnel Officer	-	Aileen Macpherson
Personnel Officer	-	Karen Jennings
Personnel Officer	-	Nick Linthwaite
Personnel Co-ordinator	-	Alison Cordon
Personnel Co-ordinator	-	Francesca Williams
Personnel Co-ordinator	-	Vacant
HR Administrator	-	Helen Seedhouse/Sherry Rudman
Equalities Officer	-	Julie Dennis
Industrial Relations Officer	-	Mark Healy
OH Nurse/Advisor	-	Paul Hair
Fitness Advisor	-	Phil Nutter
OH administrator	-	Christine Wade

CORE WORK



Personnel – Core Work

	Area	Tasks	Responsibility	Performance Indicator
1	Organisational development and workforce/service planning	<ul style="list-style-type: none"> § Corporate management (PACT membership) § Policies and procedures § Establishment control § Workforce profiling § Ensure equality and fairness 	HR Manager – Corporate	<ul style="list-style-type: none"> § HR Strategy § Delivery of service plan § Workforce plan § Up-to-date suite of HR policies and procedures
2	Recruitment and progression	<ul style="list-style-type: none"> § Co-ordination of recruitment process for all posts § Co-ordination of promotion processes for all posts § Ensure equality and fairness of treatment 	HR – operational Senior HR Officers HR Service Officer HR Administrators	<ul style="list-style-type: none"> § Vacancies filled within 8 wks § Level of turnover within first yr of appt § Outcomes of appeals against selection outcomes

3	Contractual and pay issues	<ul style="list-style-type: none"> § Issue of contract to new starters § Variations of contractual terms § Respond to contractual queries § Pay and grading policies § Job evaluation § Determination of indiv pay rates § Westfield scheme § Ensure equality and fairness of treatment 	<p>HR Manager- operational Senior HR Officers HR Service Officer HR administrators</p>	<ul style="list-style-type: none"> § Contracts and variations issued within 13 weeks § Outcome of grievances relating to pay or conditions of service issues § Outcomes of grading appeals § Turnover rates
4	Application and interpretation of employment legislation and national conditions	<ul style="list-style-type: none"> § Interpretation and application of employment legislation and national conditions of service § Development of best practice HR policies and practices § Dissemination of changes to employment law § Consultation and negotiation § Ensure equality and fairness of treatment 	<p>HR Manager – corporate HR Manager – operational Senior HR Officers</p>	<ul style="list-style-type: none"> § Outcomes of applications to employment tribunal § Nbrs of formal disputes
5	Ill health/absence	<ul style="list-style-type: none"> § Absence management § Attendance management § Rehabilitation § Welfare § Redeployment § Management of disability § Ill health retirements § Ensure equality and fairness of treatment 	<p>HR Manager – operational Senior HR Officers OH Nurse/Advisor Consultant OH Physican Station Managers (HR) Supervisory managers</p>	<ul style="list-style-type: none"> § Reduction in sickness absence (BVPI 12) § Reduction in unauthorised absence § Reduction in ill health retirements (BVPI 15) § Outcomes of applications to ET under disability legislation § Outcomes to ET of dismissals due to ill-health retirements

6	Pension schemes	<ul style="list-style-type: none"> § Application of pension scheme regulations (FPS, LGPS) § Advice on pension issues § Implementation of pension scheme changes § Management of pension appeals (IDRP, Medical Appeal Board) § Liaison with Finance Dept (funding projections) 	<p>HR Manager – corporate Senior HR Officers HR Service Officer</p>	<ul style="list-style-type: none"> § Outcome of Appeals through IDRP process § Outcome of Appeals to Medical Appeals Board § Outcome of Appeals to Pensions Ombudsman
7	Termination of employment	<ul style="list-style-type: none"> § Management of resignations § Management of retirements § Management of dismissals § Management of death in service 	<p>HR Manager – operational Senior HR Officers HR Service Officer</p>	<ul style="list-style-type: none"> § Grievances/complaints relating to termination of employment § Outcome of applications to employment tribunal for unfair dismissal
8	Industrial relations	<ul style="list-style-type: none"> § Formal consultation and negotiation via JNCPs § Informal consultation with representative bodies § Formal and informal communications with employees and other stakeholders § Participation in Regional Joint Partnership Forum 	<p>Industrial Relations Officer HR Manager – operational Senior HR Officers</p>	<ul style="list-style-type: none"> § Outcomes of consultation/negotiation processes § Numbers of formal / informal disputes § Employee awareness of key issues

9	Discipline, grievance and harassment	<ul style="list-style-type: none"> § Implementation of effective disciplinary, grievance and harassment processes § Co-ordination/participation in disciplinary investigations and hearings § Co-ordination/participation in grievance hearings § Advise to line managers 	HR Manager – operational Senior HR Officers	<ul style="list-style-type: none"> § Disciplinary issues dealt with within timescales § Grievance issues dealt with within timescales § Harassment issues dealt with within timescales § Outcomes of appeals § Outcome of applications to employment tribunals
10	Equalities	<ul style="list-style-type: none"> § Develop equalities strategies for employment and service delivery § Ensure compliance with equality duties and other statutory provisions § Advise to managers and employees on equality issues § Promote positive action initiatives in recruitment, progression, development 	Equalities Officer	<ul style="list-style-type: none"> § Nbr of Equality Impact Assessments § Attainment of Local Government Equality § Standard (BVPI 2) § Increase in the nbrs of female firefighter (BVPI 17) § Increase in nbr of disabled persons employed (BVPI 16) § Increase in nbr of women/ethnic minority employees in top 5% of earners (BVPI 11) § Outcome of applications to ET relating to discrimination on the grounds of disability, sex, age, race, religion, sexual orientation

11	Occupational Health issues	<ul style="list-style-type: none"> § Pre-employment medicals § Statutory medicals § Operational fitness standards § Risk assessments § Absence management § Rehabilitation § Stress/trauma management § Health promotion § H1 decisions (ill health retirements) § Participation in Health and Safety Committee 	<p>Occupational Health Nurse/Advisor Consultant Occupational Health Physician Fitness Advisor</p> <p>Senior HR Officer</p>	<ul style="list-style-type: none"> § Reduction in absence levels § Reduction in absence due to muscol-skeletal injury § Reduction in absence due to stress § Outcomes of medical board appeals
12	Regional support	<p>Participation in Regional Workforce Development Group Participation in Assessment and Development Centres Participation in Regular Firefighter recruitment Participation in HR Manager Control Group Participation in Joint Consultation Forum Participation in HR Project Group Participation in Equalities Group Participation in CFOA Equalities group Participation in Health, Safety and Welfare Group</p>	<p>HR Manager – corporate HR Service Officer Industrial Relations Officer</p>	<ul style="list-style-type: none"> § Outcomes of regional recruitment § Outcomes of regional ADC process § Outcomes of Control Convergence Project § Production of Regional HR policies

PROJECTS



NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Projects

Date

- Project

Date

- Project

Department Name: Human Resources – Personnel>corporate>strategic

Name of Project Review and update Human Resources Strategy	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver National Framework 2006-08	Relative Priority	High X	Med.	Low
Development Aim Update the HR Strategy (adopted August 2003) in line with national and regional developments and to ensure integration with the Community Safety Plan 2007-10			Accountable Person Head of HR	Start date: April 07 Completion date: Sept 07			
Name of Project Implement the outcomes of the CFOA National HR Strategy	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver CFOA National HR Strategy	Relative Priority	High	Med. X	Low
Development Aim Develop a cohesive strategy to take forward the key objectives of the CFOA National Strategy i.e. <ul style="list-style-type: none"> § Developing leadership capacity § Developing the organisation § Developing the skills and capacity of the workforce § Resourcing the FRS § Recognition and reward § Developing the capacity of HR 			Accountable Person Head of HR	Start date: Sept 07 Completion date: Apr 08			

Name of Project Implement the Regional HR Strategy	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver National Framework 2006-08	Relative Priority	High	Med. X	Low
Development Aim Contribute to, and formulate plan to ensure implementation of, the principles of the Regional HR Strategy			Accountable Person Head of HR	Start date: Sept 07 Completion date: Dec 07			

Name of Project Integrated workforce planning process	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver Community Safety Plan 2007-10	Relative Priority	High	Med. x	Low
Development Aim To develop a planning process which will optimise use of human resources to meet our statutory requirements and local priorities – for integration into the Business Planning process 2008/09			Accountable Person Head of HR/Information Services	Start date: Sep 07 Completion date: Dec 07			

Name of Project Develop and implement a Statement of Core Values	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver National Framework 2006-08	Relative Priority	High	Med.	Low X
Development Aim Develop, agree and communicate a statement of principles which underpins all Service policies, practices and procedures and which provides a clear statement of the expectation of the Service with regard to attitudes and behaviour of all staff within the organisation.			Accountable Person Head of HR	Start date: Sept 07 Completion date: Apr 08			

Name of Project Equalities and fairness	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver Community Safety Plan 2007-10 National Framework 2006-08	Relative Priority	High	Med. X	Low
Development Aim To develop strategies which achieve greater diversity in the workforce and which promotes and supports a culture of equality and fairness in appointment, employment, progression and service delivery.			Accountable Person Head of HR/Equalities Officer	Start date: Sept 07 Completion date: Apr 08			
Name of Project Contribute to the development, and develop plan to ensure implementation, of the Regional Equalities Strategy	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver National Framework 2006-08	Relative Priority	High	Med. X	Low
Development Aim To underpin all Service employment and service policies			Accountable Person Head of HR	Start date: April 07 Completion date: Apr 08			
Name of Project Develop a strategy for the development and utilisation of staff on the retained duty system	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver National Framework 2006-08 Community Safety Plan 2007-10	Relative Priority	High	Med.	Low X
Development Aim Ensure full and efficient use of staffing resources on the RDS, ensuring access to development opportunities and breaking down barriers between operational duty systems			Accountable Person Head of HR/Area Manager (SS)/ Learning & Development Manager	Start date: Apr 07 Completion date: Apr 08			

Name of Project Occupational Health Provision	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver National Framework 2006-08	Relative Priority	High	Med.	Low X
Development Aim Review Occupational Health provision on the basis of best value and shared provision			Accountable Person Head of HR	Start date: Sept 07 Completion date: Apr 08			

Name of Project Integrated Personal Development System	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver National Framework 2006-08 Community Services Plan 2007-10	Relative Priority	High	Med.	Low X
Development Aim Undertake a review to ensure that the principles of IPDS are supported by the integration of policies and work practices across the service			Accountable Person Head of HR	Start date: Dec 07 Completion date: April 08			

Department Name: Human Resources – Personnel>corporate>policy/projects

Name of Project Update all terms and conditions of employment to reflect employment legislation and best practice	URN – <00000>	Risk Ref. No - <00000>	Link to higher plan / Driver HR REVIEW	Relative Priority	High X	Med.	Low
Development Aim To review and update existing policies and procedures (CFA Orange Handbook/Brigade Orders) and convert to accessible electronic format			Accountable Person HR Manager – corporate	Start date: April 07 Completion date: Sept 07			

Name of Project Pay and grading review	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver Equality & Diversity Plan 2006-09 Age Discrimination legislation	Relative Priority	High X	Med.	Low
Development Aim Review pay and grading policies to minimise possible claims under age discrimination legislation			Accountable Person HR Manager (Corporate)/ Equalities Officer	Start date: April 07 Completion date: April 08			

Name of Project Rank to role	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver Community Safety Plan 2007-10	Relative Priority	High X	Med.	Low
Development Aim Develop and agree a job sizing process for uniformed roles			Accountable Person HR Manager (Ops)	Start date: Apr 07 Completion date: Jun 07			

Name of Project Control Convergence Project	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver National Fire Control Project	Relative Priority	High X	Med.	Low
Development Aim Implement the HR aspects of the national/regional control convergence project plan, working toward a smooth transition to the RCC			Accountable Person HR Manager (corporate)	Start date: April 07 Completion date: April 08			

Name of Project Firelink project	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver National Firelink Project	Relative Priority	High X	Med.	Low
Development Aim Implement the HR aspects of the national/regional Firelink project plan, working toward a smooth transition to the new system			Accountable Person HR Manager (corporate)	Start date: April 07 Completion date: April 08			

Name of Project National Sickness Absence review	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver National Framework 2006-08	Relative Priority	High	Med.	Low X
Development Aim Participate and develop plan to implement actions arising from the study of "Sickness absence in the Fire and Rescue Service" by the HSE and DLGC			Accountable Person Head of HR	Start date: Not determined Completion date: Not determined			

Name of Project Discretionary Compensation Payments	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver Changes to Local Government Discretionary Compensation Payments Regulations	Relative Priority	High X	Med.	Low
Development Aim To formulate, agree and publish a policy on discretionary compensation payments			Accountable Person HR Manager (corporate)	Start date: April 07 Completion date: June 07			

Name of Project Redeployment policy	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver Disability Discrimination Act Changes to Pension Scheme regulations Equalities and Diversity Plan 2006-09	Relative Priority	High	Med. X	Low
Development Aim To formulate, agree and publish a redeployment policy covering ill-health and redundancy situations			Accountable Person HR Manager (corporate)	Start date: Sept 07 Completion date: Dec 07			

Name of Project Retirement Policy	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver Changes to Pension scheme provisions and application of Age Discrimination legislation	Relative Priority	High	Med. X	Low
Development Aim Develop a Retirement Policy, ensuring compliance with age discrimination legislation			Accountable Person HR Manager (corporate)	Start date: Sept 07 Completion date: Dec 07			

Name of Project Disability in employment policy	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver Disability Discrimination Act Pension scheme regulations Equality and Diversity Plan 2006-09	Relative Priority	High	Med. X	Low
Development Aim To formulate, agree and publish a disability in employment policy			Accountable Person HR Manager (corporate) / Equalities Officer	Start date: Sept 07 Completion date: Dec 07			

Name of Project Disputes procedure	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver Strategic HR objective 8	Relative Priority	High	Med. X	Low
Development Aim To formulate, agree and publish a formal disputes procedure			Accountable Person Industrial Relations Officer	Start date: April 07 Completion date: Dec 07			

Name of Project Capability Policy and Procedure	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver Employment Rights Act 1996 Statutory Dispute Regulations 2004	Relative Priority	High	Med. X	Low
Development Aim To formulate, agree and publish a capability policy			Accountable Person HR Manager (corporate)	Start date: Sept 07 Completion date: Dec 07			
Name of Project Work-Life Balance/Flexible working	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver National Framework 2006-08 Community Safety Plan 2007-10 Equality and Diversity Plan 2006-09	Relative Priority	High	Med.	Low X
Development Aim To review and update the Flexible Working/Work Life Balance Strategy 2004			Accountable Person HR Manager (corporate)/ Equalities Officer	Start date: Dec 07 Completion date: April 08			
Name of Project Performance and Development Review	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver National Framework 2006-08 Community Safety Plan 2007-10	Relative Priority	High X	Med.	Low
Development Aim To implement a comprehensive PDR process which will support corporate and individual development and appraise indiv performance			Accountable Person HR Manager (Ops)/ Learning and Development Manager / SS Group Manager (HR)	Start date: April 07 Completion date: Sept 07			

Name of Project Implement HR Action Plan	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver HR Review	Relative Priority	High x	Med.	Low
Development Aim To implement the recommendations of the HR Review			Accountable Person Head of HR	Start date: April 07 Completion date: Sept 07			

Name of Project Staff perception survey	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver Strategic HR objective 8	Relative Priority	High	Med.	Low X
Development Aim To ascertain the perception of HR service users			Accountable Person Head of HR	Start date: Dec 07 Completion date: April 08			

Name of Project HR Benchmarking	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver HR Review	Relative Priority	High	Med. X	Low
Development Aim Establish relevant performance indicators/benchmarks for HR activity			Accountable Person HR Manager (corporate)	Start date: Sept 07 Completion date: Dec 07			

Name of Project Contingency plans	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver Civil Contingencies Act 2004	Relative Priority	High X	Med.	Low
Development Aim Finalise HR service contingency arrangements			Accountable Person HR Manager (corporate) / Information Services	Start date: April 07 Completion date: Sept 07			

Name of Project Equal Pay Audit	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver Equality and Diversity Plan 2006-09 Equal Pay legislation	Relative Priority	High	Med. X	Low
Development Aim Review pay and grading systems to minimise possible claims under equal value/equal pay legislation			Accountable Person HR Manager (corporate) / Equalities Officer	Start date: Sept 07 Completion date: Apr 08			

Department Name: Human Resources – Personnel>operational support

Name of Project Rank to role	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver IPDS implementation	Relative Priority	High X	Med.	Low
Development Aim Establish maintenance arrangements for role grading analysis			Accountable Person HR Manager (ops)	Start date: April 07 Completion date: June 07			

Name of Project Absence management	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver National Framework 2006-08 HR Review	Relative Priority	High X	Med.	Low
Development Aim Review, agree and issue a comprehensive absence management procedure			Accountable Person HR Manager (ops)	Start date: April 07 Completion date: June 07			

Name of Project Discipline procedure	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver Dispute Resolution Regulations 2004 Regional model	Relative Priority	High X	Med.	Low
Development Aim Develop, agree and issue a local disciplinary procedure based on the regional model			Accountable Person HR Manager (ops)	Start date: Apr 07 Completion date: Sep 08			

Name of Project Grievance procedure	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver Dispute Resolution Regulations 2004 Regional model	Relative Priority	High X	Med.	Low
Development Aim Develop, agree and issue a local grievance procedure based on the regional model			Accountable Person HR Manager (ops)	Start date: Apr 07 Completion date: Sep 08			
Name of Project Personnel Information System	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver Changing service requirements IPDS records	Relative Priority	High	Med. X	Low
Development Aim To enhance, modify or replace the existing Personnel Information System to meet service requirements			Accountable Person Head of Hr / IT (Andy Keetley)	Start date: April 07 Completion date: Dec 07			
Name of Project Security system upgrade	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver Upgrade to HQ security	Relative Priority	High	Med.	Low
Development Aim Review, modify or replace existing employee ID/security access system			Accountable Person HR Manager (ops)/ Estates Manager	Start date: TBC Completion date: TBC			

Name of Project Regional Recruitment	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver National Framework 2006-08 Equality and Diversity Plan 2006-09	Relative Priority	High	Med.	Low X
Development Aim Develop and participate in the process and planning of regional recruitment of wholetime firefighter roles			Accountable Person Personnel Manager (Ops)	Start date: Sept 07 Completion date: Dec 07			

Name of Project RDS Recruitment	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver National Framework 2006-08	Relative Priority	High X	Med.	Low
Development Aim Develop new recruitment practices to reflect national selection tests			Accountable Person Head of HR	Start date: Sept 07 Completion date: Dec 07			

Name of Project Criminal disclosure checks	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver National Framework 2006-08 Community Safety Plan 2007-10	Relative Priority	High	Med. X	Low
Development Aim Review procedures to ensure the vetting of applicants and existing employees for roles requiring criminal disclosure			Accountable Person Personnel Manager (Ops)	Start date: Dec 07 Completion date: April 08			

Name of Project Implementation of smoking policy	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver Smoke-free Regulations 2006	Relative Priority	High X	Med.	Low
Development Aim Review existing guidance to ensure compliance with the new workplace regulations			Accountable Person Personnel Manager (Ops)	Start date: Apr 07 Completion date: Sept 07			

Name of Project Implementation of Work and Families Act 2006	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver Work and Families Act 2006	Relative Priority	High X	Med.	Low
Development Aim Ensure compliance with new legislation			Accountable Person Personnel Manager (Ops)	Start date: Apr 07 Completion date: Sept 07			

Name of Project CPD Payments	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver National Pay Agreement	Relative Priority	High X	Med.	Low
Development Aim Establish a system to support the CPD process in relation to CPD payments.			Accountable Person Personnel Manager (Ops)/L&D Manager/Safety Services/Payroll	Start date: Jul 07 Completion date: Dec 07			

Department Name: Human Resources – Occupational Health

Name of Project Rehabilitation policy	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver Sickness absence Reduction	Relative Priority	High	Med. x	Low
Development Aim An Integrated rehab plan for mid to long term absences, Utilising Brigade sponsored Physio fitness advice rehab gym, Also Emotional rehab Encompassing CBT and Counselling			Accountable Person Paul Hair	Start date:Feb 2007 Completion date: June 2007			
Name of Project Income generation	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver	Relative Priority	High	Med.	Low x
Development Aim Explore the potential for limited income generation work, within the constraint of any legislation that prohibits such activity.			Accountable Person Paul Hair	Start date:Jan 2007 Completion date: Sept 2007			
Name of Project Functional testing	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver Changes to FSP, Rehab Plan, Sickness absence	Relative Priority	High x	Med.	Low
Development Aim Sourcing a financially viable provider of Functional testing, underpinned by a policy for use			Accountable Person Paul Hair	Start date:Nov 2006 Completion date: April 2007			

Name of Project Fitness policy	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver Absence management plan, Operational effectiveness, Public health, Stress Policy	Relative Priority	High x	Med.	Low
Development Aim Redesign current process to incorporate yearly statutory fitness test and new standards, the application of a maintenance budget to be managed via OH and fitness Unit			Accountable Person Paul Hair/ Phil Nutter	Start date:Nov 2006 Completion date: April 2007			
Name of Project Smoking cessation programme	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver Government legislation, brigade own policy.	Relative Priority	High x	Med.	Low
Development Aim When new policy applies the service needs to be in a position to provide help support and literature to people prepared to stop smoking			Accountable Person Paul Hair	Start date:Jan 2007 Completion date: February 2007			
Name of Project Sickness absence and ill health retirement	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver Reduction in Absence	Relative Priority	High x	Med.	Low
Development Aim To contribute to the development of a truly integrated absence plan and to assist in the reduction of Ill health Retirements Also to input into the review of First Care and provide the service with a viable in house alternative.			Accountable Person Paul Hair	Start date: Jan 2007 Completion date: April 2007			

Name of Project Stress management project	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver Reduction in Stress related illness	Relative Priority	High	Med.	Low
Development Aim To have a truly system based stress management plan and response, based around risk assessment and led by management			Accountable Person Paul Hair	Start date: Completion date: September 2007			

Department Name: Human Resources – Equalities

Name of Project Disability in employment	URN – <00000>	Risk Ref. No - <00000>	Link to higher plan / Driver Equality & diversity Plan / Disability Equality Duty 2006	Relative Priority	High X	Med.	Low
Development Aim Develop a suite of policies in line with the Disability Duty.			Accountable Person Personnel Manager / Equalities Officer	Start date: April 2007 Completion date: July 2007			
Name of Project Equality and diversity training	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver Equality & Diversity Plan	Relative Priority	High	Med. X	Low
Development Aim Review employment and diversity training and identify gaps			Accountable Person Equalities Officer	Start date: June 2007 Completion date: Aug 2007			
Name of Project Duty on religion and belief	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver Equality & Diversity Plan	Relative Priority	High	Med. X	Low
Development Aim Develop a suite of policies in line with religion or belief			Accountable Person Personnel Manager / Equalities Officer Equality Regulation Religion or Belief	Start date: May 2007 Completion date: September 2007			
Name of Project Duty on gender equality	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver Equality & Diversity Plan Gender Equality Duty 2007	Relative Priority	High X	Med.	Low
Development Aim Develop a suite of policies in line with gender			Accountable Person Personnel Manager / Equalities Officer	Start date: May 2007 Completion date: Sept 2007			

Name of Project Equal Pay Audit	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver Equality & Diversity Plan	Relative Priority	High X	Med.	Low
Development Aim Implement equal pay audit			Accountable Person Personnel Manager / Equalities Officer	Start date: May 2007 Completion date: Dec 2007			
Name of Project Equality standard for Local Government	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver Equality & Diversity Plan Best Value	Relative Priority	High X	Med.	Low
Development Aim Progress to level 3 of ESLG			Accountable Person Equalities Officer	Start date: Completion date: Sept 2007			
Name of Project Positive action for employment	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver Equality & Diversity Plan Best Value	Relative Priority	High X	Med.	Low
Development Aim Develop positive action strategy			Accountable Person Equalities Officer	Start date: May 2007 Completion date: July 2007			
Name of Project Develop competency standards	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver Equality & Diversity Plan	Relative Priority	High X	Med.	Low
Development Aim Development of competencies in the area of equalities			Accountable Person Training & Development Manager / Equalities Officer	Start date: May 2007 Completion date: Sept 2007			

Name of Project Disability symbol	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver Equality & Diversity Plan	Relative Priority	High	Med. X	Low
Development Aim To renew Disability Symbol and incorporate uniformed personnel			Accountable Person Equalities Officer	Start date: Sept 2007 Completion date: Dec 2007			
Name of Project Mediation in conflict resolution	URN - <00000>	Risk Ref. No <00000>	Link to higher plan / Driver Equality & Diversity Plan	Relative Priority	High X	Med.	Low
Development Aim Investigate the feasibility of introducing formal mediation into the harassment complaints procedure			Accountable Person Equalities Officer	Start date: April 2007 Completion date: May 2007			