

Objective	Owner	Key contributors	Completion date	Resource issues	Communication issues	Risks	Review date (s)	Period Activity	Status
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	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 and updated accordingly. Role JD 's formulated in draft. Discussions held with Safety Services to formulate appropriate structures and processes to deal with interrelationships. Formal paper produced and tabled at SMT for approval. Formal paper tabled for discussion at HR sub committee. Commenced review of individual JD's. Initial review of JD's completed by PS - to discuss with TC/CP. HR structure matrix updated. Structure approved for consultation by HR sub committee Informal consultation discussions with members of HR team following HR sub-committee approval of structure. Plan discussed and approved at HR sub-committee. Issued all plan owners reminder for update checks required by 14/6 for submission to HR sub committee 6/7	Completed

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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 and updated accordingly. Role JD 's formulated in draft. Discussions held with Safety Services to formulate appropriate structures and processes to deal with interrelationships. (Draft Disciplinary flowchart produced for input and discussion.) Formal paper produced and tabled at SMT for approval. Formal paper tabled for discussion at HR sub committee. Commenced review of individual JD's. Initial review of JD's completed by PS - to discuss with TC/CP. HR structure matrix updated. Structure approved for consultation by HR sub committee Informal consultation discussions with members of HR team following HR sub-committee approval of structure. Matrix further updated. (24/4) JD's PS/TC/CP commenced drafting of person specs. Person specs agreed in draft and sent to HR team for comment and review. Draft person specs sent to MI for consideration in relation to skills matrix. Dates set for JE of HR roles. Meetings held with HR team to discuss and finalise JD's and person specs Following 4th meeting with Safety Services to discuss structure and joint working arrangements on 24/4, processes which require mapping identified and accountabilities for drafting agreed. JD's and Person specs finalised for submission to JE. PS held pre meeting with JE panel members. JE panel met and determined grades and scores for all roles in structure. PS/CP Individual/group meetings with HR team to inform of JE scores and consequent grading. Appeals lodged against some JE scores, arrangements being made for Appeal panel to convene	

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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	Discussions with MI about appropriate tools for auditing skills of HR team. MI/PS discussions around process and contents of skills assessment matrix. Initial matrix produced and discussed with MI/TC/CP - to be updated once feedback from all received. Matrix to be adapted to complement person specs, once they are complete. Draft person specs sent to MI for consideration in relation to skills matrix. Discussion held with MI on process and timescale for drafting new skills matrix. Discussion with MI and final person specs sent for input to matrix design.	
Review the use of external HR support and expertise	E. Winson		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 it relates to a project which is now completed. A meeting has been held with Tracy Crump in order to discuss planned use and relevant payment details have been obtained and is being analysed. The original deadline will not be met as cost information will not be available in time. A meeting is to be arranged with Peter Short to discuss putting in place procedures to ensure VFM is considered before services are purchased. A meeting with Peter Short held on 26/04/07 identified the need for another sub objective to investigate the need for procedures for the procurement and monitoring of external support to ensure VFM. A plan is being developed to outline how this sub-objective will be delivered.	

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Review and update all HR Policies and procedures	T.Crump	RB's, Vic McMillen, HRO's	<p>Provisional completion date: autumn 2007. w/e 8th June: JCG providing comments on section D of the CFA Handbook by 11th June. Can commence review of policies and guidance contained in this section once comments received. w/e 4th May: As the Joint Consultation Group is not meeting until 21st May the original timescales will be unachievable. Will discuss timing of policy release with RB'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)</p>	Time / conflicting priorities	Post completed policies & procedures on intranet and R:drive	Failure to agree single policy with all RB's	01-Mar-06	<p>w/e 8th June: drafted unpaid leave policy, updated job sharing, sports leave, overtime policies, updated guidance on key contractual terms, continuity of service, notice periods, flexitime, pension provision.w/e 31st May: drafted draft Probation policy, reformatted guidance on contracts, reformatted relocation scheme details. W/e 25th May : Joint Consultation met on 21st May and agreed terms of reference. Drafted Policy on Work Experience Placements - Agreed to commence review of Section D of the CFA Personnel Handbook. Feedback for next meeting 11th June - Discussed the harmonisation of internal policies and procedures wherever possible at the Joint Consultation Group. Agreed to work toward this W/E 4th May: completed flexible working policy, reformatted non-uniformed overtime policy.W/E 19th April: drafted Smoking at Work Policy, guidance on progression through development to competent (all roles) W/E - 12th April: drafted polices on temporary employment, secondment, extension to service, retirement, maternity, paternity and uniformed promotion policies. "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 SMT for comments prior to consultation. (3) reviewed and redrafted Travel/Subsistence policies (now with Finance). (4) Reviewed and redrafted Parental Leave Policy (with Safety Services). (5)Reviewed and redrafted Discretionary Leave, Dependant Care Leave and Reinstatement of Leave policies. (5) Drafted policy on HR Policy Maintenance." Following policies drafted: - Conversion of posts/Principal officer appointments (with DCFO) - Redeployment policy/Disability in employment policy (with PACT) - Criminal disclosure/Employment of ex-offenders (internal HR review of draft) - Re-engagement and Secondary employment (Being consulted) - Discretionary redundancy payments (Submitted to CFA Policy and Strategy committee)</p>	

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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 procedures in NFRS with Uniformed management at a meeting on 15th March, with a view to identifying and addressing problems/issues so as to streamline current activities, and use informal resolution more. Flow Charts outlining proposed process being drawn up, and meeting then to be arranged to discuss between HR and Safety Services. Karen Jennings leading on this. Discussed training provision and design process with Mandy Irons/Dick Dawson. Training with ACAS for Safety Services and HR Staff on discipline investigations and hearings being organised	

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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 - Further discussion to be held with Unison in light of their concerns over the new PDR process - * 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 produced including guidance for reviewers and reviewees. *guidance notes on the scoring for the appraisal have also been produced for uniformed personnel (started to formulate for non-uniformed). * the methodology for feeding the training requirements back to SDC has been produced * The documentation has been presented at both uniformed and non-uniformed panel for formal consultation. Informal discussions have been held and some feedback received Consultation process is due to end on 20th April. DD arranged to meet with VMcM to discuss feedback and then hold future meetings with CP and DK to develop training package prior to briefings. Additionally a note has been sent out to PaCT members asking for number of managers requiring training. PDR's will take place in April of each year with a six month review set for October. For this year, the reviews will take place in May. Monitoring of compliance will be carried out by L&D by auditing the spreadsheets received. This may spread into June for this to be completed but only for this year this is due to the practical logistics of line managers being able to see all their personnel, particularly those on RDS. Meeting held between MI, DD, DK and VMcM to discuss feedback obtained from formal consultation process and from training course delivery. Agreed amendments to both the form and guidance notes have been agreed, DD and DK to make necessary amendments prior to meeting with CP and prior to roll out of briefings. DD to submit recommendations to Peter Short for SMT meeting. The policy has been consulted on. Unison have shown strong opposition to the new policy and will be writing to the CFO to express their views. CFO will determine if the policy is to be introduced for uniformed personnel separately from non-uniformed.	On track

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<p>Formulate guidance for dealing with OHS Sickness Absence/III Health Retirement guidance</p>	<p>C. Parkinson</p>	<p>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, Dawson.</p>	<p>Jul-07</p>		<p>Funding/resources for training line managers.</p>	<p>Unless current practices are addressed, risks are: Inconsistent treatment; ET cases; Loss of productivity; lowering of morale; increased operating costs.</p>		<p>The 2001 Management of Sickness Absence Policy (Consulted Version) procedure went out for 28 days rep body consultation - consultation finished a few weeks ago. Vic McMillen, Karen Jennings & Chris Parkinson have amended the procedure accordingly, taking on board the Rep bodies comments. The forward plan is: 1) go live date of 1st July. 2) SMT to give final review/approval of procedure by 25th May. 3) re-issue procedure to rep bodies for notification at end of May - Rep body consultation sign off at the next panel meetings (early June) - Vic McMillen to brief Safety Services Managers in last 3 weeks of June. Donna & CP/Vic to brief PACT & SMT in last 3 weeks of June. PACT members to brief their own managers about the procedure, using briefing materials provided by Donna. 4) CP to issue a communication to all NFRS via the service bulletin mid/late June . 5) IT to put on intranet (and take off existing docs) late June.</p>	
<p>Evaluate use of "Firstcare"</p>	<p>C. Parkinson</p>	<p>SMT, Occ Health, Personnel Dept, IT, Crewing, J Buckley</p>	<p>Jul-07</p>		<p>None</p>			<p>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. Report issued to Peter Short and Frank Swann. Firstcare have issued action plan following this meeting. Assessment of current contractual situation being undertaken. Issues relating to detail of who does what in respect of recording and notifying sickness absence being discussed between HR, Crewing and Firstcare. Aileen Macpherson leading on this. Contract with Firstcare discussed with Edward Pratt. CP to discuss with Firstcare and NFRS Senior management</p>	

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Formulate and implement process to manage Equality Impact assessments	P.Short	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	<p>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. PS met with RJ and CW to update and review actions required. In relation to number of EIA's undertaken and number of EIA's to be undertaken - M.Smart committed to 3 weekly review of objective within PACT and incorporation into PACT monitoring/review and reporting process. 1) Initially identifying and confirming the policies which they own, we will then amend and resend any changes, 2) Identify all those which do not require an EIA producing (Policies do not necessarily need an EIA), 3) prioritise the Policies which are considered more important and feed to HQ Admin we will then be able to produce a tracking sheet as to expected completion dates. 4) Check listings to identify duplications – there are several with similar titles e.g. 2009 ALCOHOL Substance abuse & a (red) 2019 Fitness at work. Alcohol & substance misuse. 2003 Harassment and bullying statement and 3029 Harassment incl. guidelines.</p> <p>PS met with R.Johnston to confirm and discuss above implementation process These items sit within the HR Department. (Further guidance required from Equality and Adversity Manager, when appointed)</p>	

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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. w/e 4th May: Strategic BP milestones completed and submitted to IS. Only Occ Health milestones outstanding. w/e 27 April: completed project milestone for Corporate and Ops 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.	
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	Proposals for improving formal/informal communications put in place circulated to SMT members and process put in place to update quarterly. It was agreed that the Chief Fire Officer would have regular meetings with the Brigade Committee of the Fire Brigades Union. This initiative was proposed by management. To my knowledge this had not taken place before. The Brigade Committee is made up of elected officials at each station and effectively makes up the "executive" within Nottinghamshire FBU structure. The first meeting took place on 2 May 2007, twenty plus officials attended, plus the Chief Fire Officer and myself, it was informal in nature, not minuted, and the topics covered were varied. The feedback we have received has been extremely positive, and there is the intention to carry out this exercise twice a year. Existing relationships evaluated and draft paper produced, which identifies actual structures and processes and perceived state of relationships. Outline action plan for improvement drafted. Initial draft papers agreed. Discussion with MH in relation to TU involvement in process, MH setting up Secretaries meeting to canvass views on draft papers. Proposals circulated to relevant RB Secretaries for comment. PS discussion with MH re feedback - none to date - MH to pursue. First of a planned series of meetings held with FBU Brigade committee and CFO	Completed

Ensure that key characteristics in relation to HR function identified by PwC report are addressed	Objective
P. Short	Owner
Plan owners	Key contributors
Dependant on progress of overall and sub objectives	Completion date
	Resource issues
Keep SMT and Key stakeholders updated with significant issues	Communication issues
	Risks
	Review date (s)
	Period Activity
N/A at present	Status