

| Recommendations No. | Issue to be addressed / recommendation | Priority 1 = Low 2 = Med 3 = High | Responsibility | Agreed | Comments | Date | Progress to Date |
|---------------------|--|--|----------------------------|--------|---|---|--|
| IRMP | | | | | | | |
| 1 | Members should be actively involved in the consultation process for IRMP, especially in relation to targeting resources within overall council expenditure priorities and acting as agents of challenge and scrutiny. | 3 | CFO | | Select Committee Report on Service Plan to Select Report on IPDS progress to Executive Committee Feedback to Select Committee Members information folder FSEC Seminar for all Members Fire Round Table Group Members to attend consultations (3 Executive Members plus others as available) | 19.07.04 20.09.04 20.10.04 15.11.04 Nov 04 Nov 04 Aug 04 Commence Sept 04 | ✓ 18.10.04 Went to Informal 04.10.04. Went to Executive on 01.12.04. Postponed to Dec 04. Held Monthly Staff Panel commenced and this has met twice with the Select Committee |
| 2 | The brigade needs to ensure that using good practice from other brigades/organisations is seen as the norm when developing IRMP and the corporate plan. | 2 | DCO | | Attendance at Regional IRMP Group Use Audit Commission best practice Member of FSEC Regional Team Member of Regional Management Board Fire Service Improvement Team Liaison with other brigades Fire Round Table Group | Continuing | ✓ ✓ ✓ ✓ 12 Oct 04 ✓ |
| 3 | Lack of effective communication/ engagement throughout the brigade is a serious barrier to progressing all aspects of Modernisation. The brigade needs to work jointly with the council, using their expertise, to develop a robust communications/ consultation strategy, with clear leadership, as a | 3 | DCFO CFO CSM | | Commence Consultation Meetings with RFU Monthly Newsletter ▪ seek contributions from staff ▪ review editorial arrangements Communications Strategy created by Staff Working Group and Best Practice from four other Brigades Seek wider participation of staff | 30.07.04 Aug 04 Oct 04 Jan 05 Sept 04 | Meeting held 20 Oct 04. ✓ ✓ Consultation completed Re-draft underway |

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| 3 contd | matter of some urgency | | DCFO | | Implement (after negotiations with FBU) the Industrial Relations Protocol | Oct 04 | Delayed |
| | | | DCFO | | Create Industrial Relations Protocol with RFU | Nov 04 | Delayed |
| | | | | | Fire Round Table Group | | ✓ |
| 4 | The brigade needs to allocate responsibilities, set milestones and identify clear priorities to enable a clear methodical assessment of progress against action plan targets. | 3 | DCFO | | Administrative process created to monitor FAIRMaP Action Plan | Sept 04 | Only monitored at BMT |
| | | | | | Quarterly Performance - Management Report to Select and BMT | From Oct 04 | ✓ |
| | | | | | Fire Round Table Group | | ✓ |
| 5 | The Brigade needs to ensure that there are clear links between the IRMP and effective medium term financial planning, both within the immediate service and with the council overall. | 2 | CFO | | Service Plan | 30.07.04 | ✓ |
| | | | CFO | | Service Plan to Select Committee | Sept 04 | Went to Select in Oct 04. |
| | | | | | Fire Round Table Group | Oct 04 | |
| | | | DCFO | | Best Value IPDS Progress Report | Oct 04 | Will now be Nov 04. |
| | | | | | Quarterly meetings with the Chief Financial Officer | Quarterly from Sept 04 | 2 Meetings held to date |
| | | | | | Including 6 monthly meetings with Cllr Knowles, Portfolio Holder | | |
| 6 | There needs to be a transparent assessment of whether the existing structure and skills meets the challenges of the extensive change agenda and the business needs of the modern fire | 3 | CFO | | Capacity and Business Needs Team (including Corporate HR and Policy Team) | End Nov 04 | Not yet completed |
| | | | CFO | | Skills development in conjunction with the Audit Commission | End Jan 05 | |

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| 6 contd | service. This should be approached jointly with the council's HR team. | | | | | | |
| 7 | Joint working with the council needs to be more robust and become through regular, programmed and specific contact, become integrated into the work of the brigade. | 3 | BTO CSM CFO BTO DCFO CSM THIRD O | | Ginny Gledhill to represent Brigade on Regional HR Development Group Corporate ICT Project assistance PIA Monitoring Meeting IPDS Progress Group Monthly Budget Monitoring with Budget Accountant Quarterly meeting with Chief Financial Officer Quarterly Performance Management Report Quarterly Risk Management Meeting with Bob Streets | July 04 Aug 04 From Aug 04 Oct 04 Ongoing Quarterly Quarterly Quarterly from Sept 04 | Brigade now represented by Max Burton, Head of Human Resources. ✓ Commenced Nov 04. The IPDS Progress Group report was considered by Executive Cmt on 01.12.04 ✓ 2 Meetings held to date Performance Management is a standing item on the Brigade Management Team (BMT) agenda Strategic Risk Group meetings are held very 3 months and attended by the Third Officer |
| Rank to Role | | | | | | | |
| 8 | The brigade needs to take better advantage of overall council experience to develop role maps and to match service needs with capacity. | 2 | Corporate HR BTO CSM | | Corporate HR advice is to wait for advice from IPDS Hub Seek definitive guidance from ODPM and IPDS Hub Corporate HR to cross map rank to role principles for Support Staff with existing Council Policies | - Aug 04 Oct 04 | Still waiting for advice from HUB. The Guidance from the IPDS HUB was that a 'Job Size' document is being piloted by 5 Brigades. CFOA via CFO McGuirk are investigating progress (a possible answer in 2-3 months). Not yet commenced. |

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| IPDS | | | | | | | |
| 9 | The brigade needs to ensure that there is a clear strategy for funding IPDS now and in the future. This must have member "buy-in". | 3 | DCFO | | Best Value Team, IPDS Progress Group report to BMT Informal Executive Executive | Sept 04 04.10.04 Oct 04 | ✓ ✓ Paper went to Executive 01.12.04 |
| 10 | More work is needed to identify and cost further alternative training providers to ensure value for money and the flexibility to meet the needs of all groups of staff. | 2 | DCFO | | Best Value Team, IPDS Progress Group report to BMT and Executive | Sept 04 Oct 04 | ✓ ✓ |
| 11 | The brigade needs to introduce regular PDPs/ supervisory meetings to all staff as soon as possible. Training to enable managers to undertake PDPs effectively needs to be expedited. | 3 | BTO CFO | | PDP's to tie in with Training Needs Analysis PDP's to tie in with Service Planning Process | Sept 04 May to July 05 Annually | The Corporate PDP process for all officers'/support staff (from CFO to W/T Stn O's) has been completed. Work is on-going with Retained Stn O's. All other personnel W/T and Retained – Ff to Sub O's are undergoing a PDR (agreed by the Chief Executive/Claire Shand) with the results being used to help form TNA from 2006 onwards. |
| 12 | A project plan for the implementation of workplace assessments with milestones for the completion of PDPs for manager and staff should be developed in the near future. | 3 | BTO | | Plan to be completed in association with Corporate HR (Claire Shand) | Sept 04 | Same as 11 above. |

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| Overtime | | | | | | | |
| 13 | The Brigade needs to undertake a comprehensive review of the opportunities available for preplanned overtime to maximise resource capacity. | 2 | Corporate HR | | Corporate HR to undertake a comprehensive, fully costed review and make recommendations in consultation with the relevant Unions | Oct 04 | Not yet commenced |
| 14 | The use of pre-planned overtime should be incorporated into the IRMP action plan with clear targets and outcomes. | 2 | PMFM | | Dependant upon above Review arrangements in Best Practice Brigade(s) | Feb 05 April 05 | Dependant upon above |
| Duty Systems | | | | | | | |
| 15 | The brigade needs to have a more wide-ranging debate on the options for changes to duty systems. This will secure staff engagement and commitment and allow all opportunities to be explored to meet IRMP aspirations. | 3 | THIRD O | | On publication, evaluate ODPM report on Retained issues and recommend actions Discuss with Wholetome Personnel options for changes to duty systems | – End of Oct 04 | ODPM Report on Retained Issues not considered as yet due to capacity and other work pressures in the Service Consultation with all 4 Watches on alternative duty system has been carried out early November including feedback |
| Part-Time Working | | | | | | | |
| 16 | The brigade needs to undertake a comprehensive review of the opportunities for part-time working. | 2 | Corporate HR | | Corporate HR to undertake a comprehensive, fully costed review and audit and make recommendations | Oct 04 | Not yet commenced |
| 17 | The brigade needs to work more effectively with the council in delivering this aspect of the Modernisation agenda. | 3 | Corporate HR | | Corporate HR to undertake a comprehensive, fully costed review and make recommendations (see 16 above) | Oct 04 | Not yet commenced |

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| Financial Diagnostic | | | | | | | |
| 18 | There needs to be a robust and systematic approach to short/ medium term financial planning. | 3 | Chief Financial Officer | | Service Plan Chief Financial Officer to review arrangements and make recommendations Fire Round Table Group | 31.07.04 Oct 04 | Not yet commenced Medium Term Financial Plan currently being drafted |
| 19 | There needs to be effective monitoring of the IRMP Action Plan and its associated resource implications. The Action Plan should include financial milestones to underpin funding arrangements, and any new funding bids and to review such funding arrangements against priority areas. | 3 | PMFM and Account Manager | | To establish appropriate mechanisms Fire Round Table Group | Oct 04 | Revised completion date March 05 to fit with Medium Term Financial Plan draft |
| Modernising Agenda | | | | | | | |
| 20 | Senior managers and members need to give all staff clear leadership on the Modernisation agenda. | 3 | CFO BMT CFO | | Monthly newsletter Modernisation days at 6 monthly intervals for all staff (including members) BMT Development Programme (in conjunction with Corporate HR Claire Shand) | Aug 04 Nov 04 Commence Nov 04 | ✓ Replaced by workshops for CPA Self Assessment drafting One day event held with Dale Hall 21.01.05 |
| 21 | The verification exercise should be used as an opportunity to engage staff in the change agenda. | 2 | BMT | | Modernisation days (see above) | Nov 04 | See above |

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| 22 | Corporate HR should be used to facilitate better and more productive working relationships and behaviours with the Unions. | 3 | Corporate HR CFO DCFO | | Arrange meeting(s) with staff, BMT and Portfolio Holder Fire Round Table Group Industrial Relations Protocols (see above) | Sept 04 | Staff Panel and Fire Round Table have replaced this item. ✓ Not signed off yet |
| 23 | Senior management need to ensure that staff understand the progress made on the IRMP Action Plan and how they have contributed to this. Action Plan targets should be cascaded to individual members of staff through PDPs. | 3 | BTO CSM BMT | | PDP Rollout Quarterly Performance Management Report to Action Groups Modernisation Days (see above) FAIRMaP Consultation | Sept 04 Oct 04 Nov 04 Oct 04 | PDP/PDR are being implemented through the IoW Fire & Rescue Service. ✓ ✓ |