RDS IMPLEMENTATION PLAN 2009-11
Version 3

Aims:

- To review and implement necessary changes to the RDS "On Call" system;
- To ensure the staff conditioned to this system feel supported, are able to effectively carry out their role; and
- To continue to build on the strengths of the RDS in delivering the modern Fire and Rescue Service".

RDS IMPLEMENTATION PLAN
April 2010-13

Year 0ne

RDS REVIEW IMPLEMENTATION PLAN

No.	Objective	Priority	Benefits
	Availability and Hours of Work		
1	To introduce an Electronic Availability System to record availability of RDS appliances and personnel across the Service, also capable of providing a range of management and reports and linking directly to a Finance module.	**High**	• A system that provides multiple methods of viewing and amending crewing availability; to enable staff to more easily manage their availability and time • Enables staff to more easily and accurately book and manage time off call • More accurate representation of availability, hence staff can see exactly who is available • More balanced crewing • Improved appliance availability through more efficient management • An integrated Electronic Availability System (EAS) identifying individual, appliance and station availability patterns • Link to individual contracted hours of availability • Transparent and fair • Provides accurate data for targeted Recruitment • A direct link to pay roll • More accurate recording of hours worked assisting with budget forecasting • Potential for efficiency savings

No.	Objective	Priority	Benefits
2	a) To put in place a banded system for availability to replace the existing cover types. The banded ranges of cover to be linked to a suitable contract profile for individual staff. b) To further explore the opportunity to offer pro-rata payments for availability based on 120 hours.	**High**	• **Flexibility for personnel conditioned to the RDS** • **Contracts on an individual basis to fit the needs of both parties** • **Staff can agree and manage their time better** • **Changes to availability can be recorded and managed better to meet the needs of the individual and the Service** • **Provides staff with clear guidelines of expectations of their commitment** • **Greater flexibility for recruiting new staff and retention of existing staff** • **Banded availability, linked to EAS, will provide greater operational resilience** • **Fairer and more equitable with rewards based on availability and commitment** • **Based on 120 hours** • **Defined performance standards for availability** • **Increased resilience**
3	To provide a range of contracted hours, from within existing resources, to RDS Managers per month to enable them to undertake key management tasks relating to their Station.	**High**	• **Creation of a stronger work - life balance** • **Reducing the demands on Managers** • **Increased awareness and appreciation of RDS demands** • **Clearly defined expectations** • **Potential for savings both financial and reduction in duplication** • **Budgetary control.** • **Local managerial control of spending** • **Better consideration of RDS impact by Department Heads** • **Better levels of direct support through potential restructuring** • **Better breakdown of current and future spending trends** • **Greater awareness of impacts on RDS budgets**

No.	Objective	Priority	Benefits
4	To provide Clusters and Districts with a package of hours from within existing resources to support both unplanned work activity and for planned activity such as recruitment.	**High**	• **Provides RDS Managers with ability to manage the workload** • **Increased engagement by Station Managers with RDS Managers** • **Greater budgetary control** • **Increased financial awareness** • **Cost efficiency** • **Increased ability to budget forecast** • **Accountability and responsibility from within the District and Cluster set-up**
5	To review and consult regarding the '8 hour' rule, prior to the start of a shift, being placed on Wholetime/RDS personnel.	**High**	• **Working practices that reflect those of other RDS employers** • **Greater flexibility for local managers** • **Operational resilience increased by improved availability** • **Credibility and standard setting** • **Fairness and Transparency**
6	To further analyse the strong community links forged by the RDS and consider removing from all RDS stations the requirement to undertake workloads created by Community Safety to allow for more time to be spent on training and performing the intervention role. *Community Safety in the RDS areas should be delivered by investigating the partnership arrangements to ensure that this area of the community is not overlooked. Consideration will also be given to allow for some local, targeted Community Interaction involving RDS staff.*	**High**	• **Reduced training demands on RDS staff** • **Provide better balance of demands from RDS staff; allows staff focus on Intervention skills and Firefighter safety** • **Those who want to continue delivering CFS may be able do so, this would be separate to their RDS contract** • **Retain and maintain those necessary links with the local community** • **The primary role of the RDS is identified as intervention** • **Alignment to the NVQ Units** • **Improved targeting and performance management of HFSCs and expansion of the partnership arrangements** • **Potential cost and efficiency savings through use of the voluntary sector**

No.	Objective	Priority	Benefits
	Recruitment and Retention		
7	**That a link is established and maintained between HR and Marketing/Media to identify key timing opportunities for raising RDS awareness through media management, advertising and marketing of the RDS to maximise recruitment potential.**	**High**	• **Better recruitment to ensure stations are sufficiently crewed** • **Ensure sufficient staff are available for work - life balance to be achieved** • **Maximise potential recruitment** • **Use of marketing, media and design to support HR** • **Working to a common timetable** • **Create a recruitment resource toolkit** • **Identifying priority areas for recruitment**
8	**To appoint RDS recruitment champions from within the RDS to support recruitment and to act as mentors to potential applicants and to support RDS awareness sessions.**	**High**	• **Use RDS staff to promote their own role** • **Breaking down the recruitment barriers** • **Support to applicants from a variety of backgrounds** • **Creation of mentor network** • **Provide advice and support to HR and Marketing regarding local campaigns** • **Increased diversity**
9	**A suitable level of budget from within the existing resources is identified and allocated for RDS recruitment to provide a range of recruitment resources.**	**High**	• **Provide the correct resources** • **Dedicated budget** • **Ability to resource recruitment effectively** • **Creation of a multi-layered approach to marketing and advertising** • **Funding for RDS recruitment champions** • **Creative an innovative solutions to recruitment**
10	**To monitor success rates of Psychometric Testing in the National Firefighter Selection Tests (NFFST) process and to provide suitable levels of support in regards to numeracy and literacy through partnership with local Adult Literacy providers.**	**High**	• **Increase success rates at application** • **Ensure the RDS Stations have sufficient crewing and recruitment.** • **Ensure stations are crewed adequately to allow existing staff to achieve a work - life balance** • **Positive Action** • **Increased levels of literacy and numeracy within the RDS** • **Create partnerships within the Adult Literacy and Numeracy arena** • **Promote improved standards of Numeracy and Literacy across the Service**

No.	Objective	Priority	Benefits
11	To conduct a full equality and diversity impact assessment of the results of NFFST to establish whether NFFST supports diversity targets and RDS recruitment.	High	• Assessment based on 12 months data • Opportunity to explore differing options • Review current process • Develop local testing regime to full recruitment needs • Adopt a resilient and tested selection process for both duty systems
12	To liaise with HR to develop a Policy to ensure that all Service leavers have access to a properly conducted and evidenced exit interview	High	• Give leaving staff an opportunity to provide valuable information on their experience in the Service • Identify trends and patterns for leavers • Provide evidence to influence further change • Increase future retention rates

No.	Objective	Priority	Benefits
	Training and Development		
13	**To create flexible options to deliver a comprehensive range of training to ensure safety of all RDS staff by providing an average additional 1-hour for training per week and up to eight training days per year.**	**High**	• **More flexible approach** • **Ensure staff are trained fully to underpin Firefighter safety** • **Provide adequate time, flexibly, to enable staff to train effectively** • **Review existing provision** • **Audit ability** • **Quality Assurance** • **Modernisation** • **Quality driven training rather quantity driven**
14	**To consider the removal of the requirement for successful completion of Paper 1 (Fire Safety) of the IFE examination for RDS staff, at Watch Manager level, to reflect their intervention role.**	**High**	• **Reflects the RDS role** • **Underpin the intervention role** • **Skills gap reviewed** • **Increased opportunity for career progression** • **Transferability only if Paper 1 is completed** • **Opportunity to create study groups within Districts** • **Cross referencing of the "Breeze" packages to support candidates** • **Link to the TFS Review**

No.	Objective	Priority	Benefits
	Structure and Culture		
15	**To review the structure, initially within West District, to provide additional managerial supervision and support directly to RDS Stations**	**High**	• **Prove the District with the correct levels of support and reduce the burden on RDS WM/CMs** • **More effective management support from District to meet the needs of the staff on stations** • **District based solution** • **Review of CRM role** • **Reduction In demands on Watch Managers**
16	**To create, through a structural review, the post of a Service RDS Manager to ensure future needs and demands on the RDS are managed effectively**	**High**	• **Reflect the views and concerns of RDS staff across the Service** • **To become the Service RDS champion** • **Reduced impact on RDS and reliance on "goodwill"** • **Assessment and management of RDS impacts** • **Cultural change** • **Effective change management** • **Budgetary control** • **Increased creativity and innovation** • **Formal recognition of RDS role** • **More effective communication** • **RDS influenced policies** • **Implementation of the modernisation agenda from a RDS perspective**

RDS IMPLEMENTATION PLAN 2010-13

Year Two

RDS REVIEW IMPLEMENTATION PLAN

High Priority	**0-12 months**	
Medium Priority	**12-24 months**	
Low Priority	**24-36 months**	

No.	Objective	Priority	Benefits
	Recruitment and Retention		
17	To create and maintain a database of employers from within the RDS which is reviewed annually.	Medium	• To ensure employers of RDS staff feel valued • To ensure RDS staff feel that their employers value them and are working together • Link to HR IT solution • Improved communication • Creation of the 3-way partnership • Increased recruitment opportunity • Better retention of RDS staff
18	To provide regular contact with potential RDS employers, via the local manager, throughout the recruitment process. This contact will aim to create a partnership arrangement between the local manager, RDS employer and applicant.	Medium	• Creation of the 3-way partnership with potential RDS staff and employers • Opportunity for employer engagement • Exchange of information • Increased recruitment potential • Improved retention • Long term buy-in to the RDS by local employers
19	To continue to work towards the challenging diversity targets to ensure that both BME and Females are attracted to the RDS.	Medium	• Ensure that communities feel part of their local RDS Service • Ensure that all sections of the community are engaged with the local RDS station • Increased Diversity and positive action • Increased Recruitment opportunity • Link to Equality and Diversity Strategy

No.	Objective	Priority	Benefits
	Training and Development	**Priority**	**Benefits**
20	**To liaise with STDC and the Approved Centre to provide support, feedback and assistance in relation to the shared objectives detailed below forming part of the training review.**		
(a)	**To explore the potential for creating opportunities for the STDC to deliver training locally within the Districts to support the RDS with suitable resources and staff.**	**Medium**	• **Reduction in impacts on RDS staff (e.g. travelling)** • **Better use of RDS available time** • **Build on the success of local "core skills" training** • **Increased resilience** • **Link to training building strategy** • **Quality assurance by STDC** • **Audit and assessment**
(b)	**To review the core skills module, and subsequent training modules, to identify what content can be delivered locally within the District structure to reduce the initial impact on RDS applicants.**	**Medium**	• **Reduction in impacts on RDS staff (e.g. travelling)** • **Better use of RDS available time** • **Cost efficient** • **Build on the success of local "core skills" training** • **Increased resilience** • **Link to training building strategy** • **Quality assurance by STDC** • **Audit and assessment** • **Family friendly** • **Increased diversity**
(c)	**Explore options for additional support to both candidates and assessors in the RDS to reduce the numbers of firefighters in development to a more manageable number.** **(Subject to the outcomes of a SS review of the NVQ process.)**	**Medium**	• **Reduction in the number of development Firefighters** • **Increased levels of staff competency** • **Qualified assessors** • **Reduced workloads for Watch Managers** • **Opportunity to "re-launch" and "embed" the NVQ framework within the RDS** • **Support and develop staff** • **Innovative and creative solutions**

No.	Objective	Priority	Benefits
(d)	To review the role of the ADC process in selecting, assessing and training RDS Supervisory Managers to ensure a safe level of operational response and appropriate supervisory managerial skills.	Medium	• Suitable and adequate process • Succession planning • Suitable development programmes for RDS staff • Competent Supervisory Managers • Increased resilience • Underpinning of the Temporary Role Assessment process • RDS only solution • Opportunity to create genuine development posts • Create mentor and coaching network • Less skills drain
(e)	To conduct a skills-gap analysis to identify training requirements for Supervisory Managers to fulfil the requirement of the role map and to maintain competence whilst filling any potential skills gaps.	Medium	• Ensure RDS Supervisory Manager feel supported and are trained to carry out their role. • Close of the skills gap • Opportunity to train the trainer • Quality Assurance • Underpin existing skills • Increase levels of competency
(f)	To develop a structured approach to ensure that all interested RDS staff are made aware of the career progression process. Districts should be encouraged to take "ownership" and to provide initial awareness. The Service to facilitate a series of week-end seminars covering all aspects of the process.	Medium	• Open and Transparent • Increased understanding of career progression • Higher application rates at ADC • Higher success rates at ADC • Recognition of skills already acquired in primary role • Ability to succession plan effectively

No.	Objective	Priority	Benefits
(g)	To support succession planning within RDS units and consider the introduction of temporary development posts.	Medium	• Ensure RDS staff are supported and have the opportunities to develop into supervisory roles • Opportunity to provide clear guidance and required expectations • Access to development programmes • Succession planning • Linked to IPDR • Opportunity to create workplace mentoring • Career progression
(h)	To provide a more flexible and RDS friendly method of delivering the Supervisory Managers Programme.	Medium	• To meet the needs of the RDS staff undergoing the programme • Ensure the best use of RDS staff available time • Family friendly • Regional collaboration • Extending the period from 24-30 months • Reducing impacts • Encouraging more applicants • Increased diversity • Succession planning
(i)	To review the frequency rates of the IDR on an annual basis to ensure that they accurately reflect competency standards and risk based training.	Medium	• Ensure FF Safety is paramount • Manage the training burden on RDS staff better • Ensure competency standards are maintained • Flexibility • Forecasting training requirements • Consistency • Quality Control • Audit Trail

No.	Objective	Priority	Benefits
(j)	**The Service to adopt a transparent method of assessing Acquired Prior Learning (APL) and Acquired Prior Experiential Learning (APEL) for staff undertaking development, recognising skills, experience and knowledge.**	**Medium**	**To ensure RDS staff time is used effectively** **Ensure those skills found elsewhere are optimised** **Identification of present RDS skills** **Recognition of skills** **Improved transferability** **Efficiency savings** **IPDS Compliance**
	Structure and Culture		
21	**To explore options to provide or develop additional levels of resilience and consistent levels of officer support**	**Medium**	**To ensure RDS staff receive high levels of officer support in all areas of activity** **To support RDS managers effectively** **Underpin Firefighter safety** **Increased operational resilience** **More efficient support at incidents** **Consistency**

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Year Three

RDS REVIEW IMPLEMENTATION PLAN

High Priority	0-12 months
Medium Priority	12-24 months
Low Priority	24-36 months

No	Objective	Priority	Benefits
	Availability and Hours of Work		
23	To consider further exploration of a "front loaded" salary based scheme or similar in future years if recruitment initiatives are successful.	Low	• Ensure RDS staff are adequately rewarded for their work • Ensure the RDS service remains an attractive profession • Improved recruitment and retention • Budget forecasting • Budgetary control
	Recruitment and Retention		
24	To create a SPI to provide clear guidance and structure to the recruitment process for all staff and managers which will be reviewed and updated at regular intervals.	Low	• Clarity • Transparency • Consistency • Framework for recruitment for each duty system
	Review		
25	To undertake a full review of the Implementation Plan.	Low	• Ensure the RDS staff are supported and have benefited form the changes over the previous two years • Give the opportunity to review and change anything that has not worked well for the RDS staff and the Service • Closure of the 3 year plan • Identification of key successes • Monitor deliverable elements • Indicate future trends