



*The implementation of IPDS
for staff conditioned to the
Retained Duty System*

The findings from a survey of UK Fire & Rescue Services



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Executive Summary

This report is an analysis of the findings of a survey undertaken in early 2007 on the implementation of the Integrated Personal Development System (IPDS) for staff conditioned to the retained duty system (RDS) within UK Fire & Rescue Services. The survey was commissioned by the IPDS Project Board and conducted by the IPDS RDS Working Group.

The purpose of the survey was to provide information on the current implementation position for; components of IPDS and associated infrastructure for workforce development, locally developed duty systems and remuneration packages, staff transfer to wholetime roles and the use of e-learning for development of RDS staff.

The findings in the Report only refer to the implementation of IPDS for staff in FRSs who are conditioned to the RDS.

Positive findings include:

- Over 80% of Fire and Rescue Services use National Occupational Standards (NOS) in either some or all of the following; setting job descriptions, carrying out workplace assessment, development reviews and designing development programmes for RDS staff.
- 70% have trained managers on the retained duty system to act as workplace assessors.
- 64% use e-learning to develop RDS staff.
- 75% undertake personal development reviews of RDS staff.
- 80% have issued personal development records to RDS staff.

However:

- Overall only 40% of FRSs currently use the nationally agreed Assessment Development Centre (ADC) process for RDS staff.
- Only 46% combine workplace assessment with personal development reviews and a formal analysis of RDS staff training needs.
- 53% require staff transferring from RDS posts to wholetime roles to complete a full initial training course.
- Only 13% offer both the Operations in the Community and Watch Management National Vocational Qualifications (NVQ) for RDS staff.
- 73% do not have external validation of movement from development to competent rates of pay for RDS staff.

It is clear that there are challenges to implementing IPDS for people on the retained duty system but many Fire and Rescue Services are facing up to those challenges. Their success refutes any suggestion that IPDS and the RDS are in any way incompatible. The key to this success is addressing the issues in an integrated way and making joined-up organisational changes that facilitate the effective development of staff.

Some Fire and Rescue Services are making changes that, although positive in themselves, are delivered in a piecemeal fashion that could be confusing and demoralising for staff. For example, some Fire and Rescue Services have a policy for transferring people from the Retained to the wholetime duty system but do not analyse their training needs and require them to do a full initial training course.

The IPDS team will facilitate the sharing of good practice to enable the Service to develop all their people to the full.

1. INTRODUCTION

In 2001, the Central Fire Brigades Advisory Council formally adopted the Integrated Personal Development System (IPDS) as the system that the UK Fire & Rescue Service (FRS) will use to develop its people. This was then formally introduced as part of the 2003 Pay Agreement. The FRS National Framework 2006 – 2008 set out specific expectations on the Service for the introduction of IPDS. The National Learning & Development Strategy for England sets out timescales for full implementation of the System.

Several reports on issues affecting people on the retained duty system have been published. The most notable of these in relation to this report are:

- *Integrating the Personal Development of Retained Firefighters* commissioned in 2002 by the Chief and Assistant Chief Fire Officers' Association (now the Chief Fire Officers' Association).
- *The Fire and Rescue Service Retained Duty System – A Review of the Recruitment and Retention Challenges* published in February 2005 by the Office of the Deputy Prime Minister (now the Department for Communities and Local Government).

The introduction of IPDS is a major strategic change programme that has been supported by a central project, funded by the Department for Communities and Local Government. The current phase of the project is being managed by the IPDS Project Board. Improving the implementation of IPDS for staff on the retained duty system is a key priority for the Project Board, so it has established the IPDS/RDS Working Group, with terms of reference to:

- identify examples of notable practice in the implementation of IPDS for RDS Staff
- identify and examine the barriers to implementation for staff conditioned to the RDS
- find workable solutions to overcome those challenges
- effectively communicate findings to stakeholders.

1.1 Objectives of survey

To establish the current position a survey was carried out by the Working Group across all FRSs in the UK, to provide current information on:

1. The introduction of the components of IPDS and the associated infrastructure for RDS staff.
2. The use of duty systems other than those defined in the 'Grey Book'¹.
3. The position on the movement of RDS staff into wholetime positions.
4. The use of e-learning to deliver development for RDS staff.

¹ National Joint Council for Local Authority Fire and Rescue Services Scheme of Conditions of Service sixth edition 2004

The survey questionnaire was designed to identify where workable solutions have been developed and implemented, and areas where progress is less evident. It supports the Department’s work that has already been undertaken, and will inform future initiatives in response to the Retained Review Report².

1.2 Format of report

This report presents the current situation regarding the implementation of IPDS and associated systems for RDS staff from 53 Fire and Rescue Services in the UK. This represents a 90 per cent overall response rate. The findings in the Report only refer to the implementation of IPDS for staff in FRSs who are conditioned to the RDS.

There has been a 100 per cent response from FRSs in Wales, Scotland & the Northern Ireland FRS. Practitioners that have responsibility for the implementation of IPDS provided the data presented in this report. Details of the methodology, sample size and response rates are in Annex 1.

The responses are grouped into four categories depending on the number of RDS staff employed:

Number of RDS Staff in FRS	Numbers of FRSs in category	% of total number of FRSs	Number of FRSs in category responding to questionnaire	% of FRS in category responding to questionnaire
Fewer than 250	23	39%	19	83%
251 to 500	25	42%	24	96%
501 to 750	8	14%	7	88%
More than 750	3	5%	3	100%

The responding Fire and Rescue Services represent more than 19,000 RDS personnel.

The report provides analysis of the information gathered from the survey and makes recommendations for further support for the FRS in the implementation of IPDS and associated systems for their RDS staff.

² *The Fire and Rescue Service Retained Duty System – A Review of the Recruitment and Retention Challenges* published by The Office of the Deputy Prime Minister February 2005

2. The current status of implementation of IPDS components for RDS staff

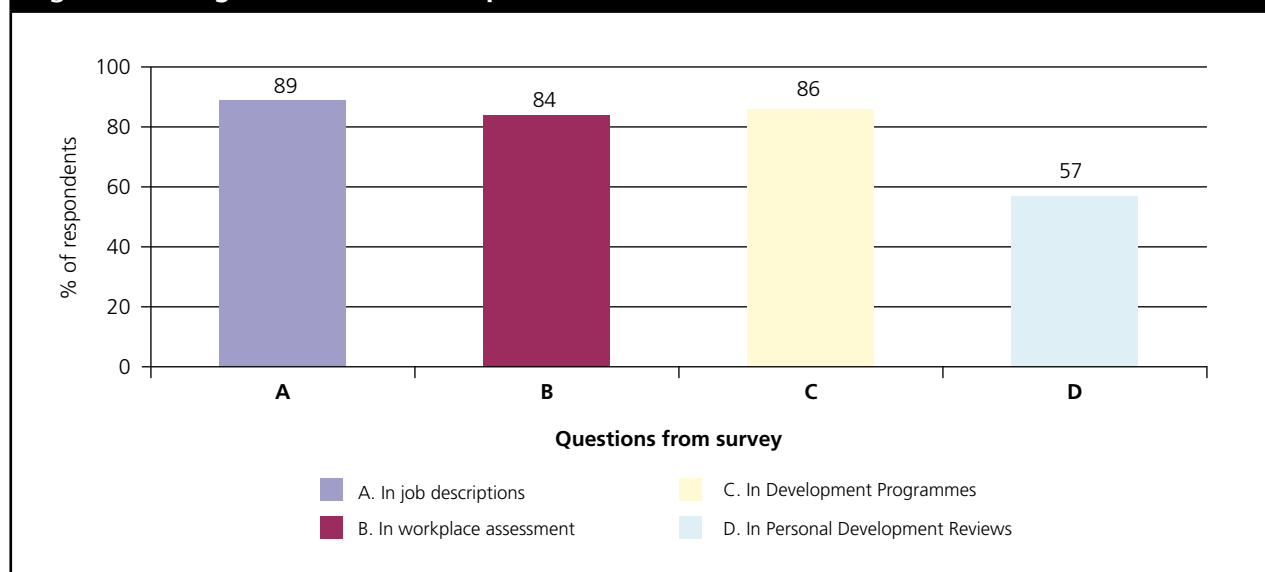
2.1 National Occupational Standards

The National Occupational Standards (NOS) are statements about how particular activities should be carried out and can be used to measure performance.

The first part of the questionnaire asked Fire and Rescue Services about how they used NOS in four particular areas:

- developing job descriptions for RDS posts
- using NOS in workplace assessments
- using NOS to set development programme outcomes
- assessing performance during personal development reviews.

Figure 1: Using the National Occupational Standards



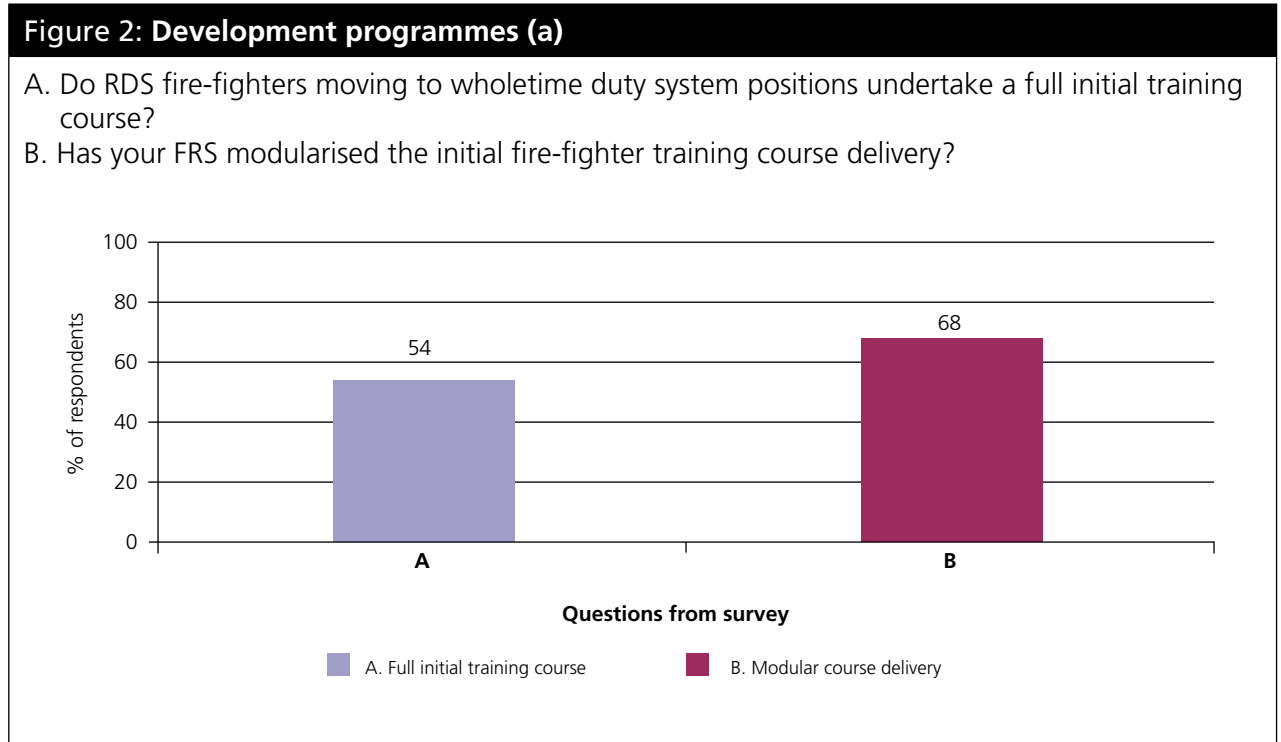
Over 80 per cent of Fire and Rescue Services are using National Occupational Standards in three of the four key areas: to develop job descriptions, to assess staff in the workplace and to set the outcomes of development programmes. Over half (57%) are using them to assess performance during personal development reviews.

Combining these results with those for Personal Development Records (see section 2.4) shows that around half (53%) of Fire and Rescue Services use NOS for workplace assessment and personal development reviews as well as having issued Personal Development Records to RDS staff.

Over a quarter of Fire and Rescue Services (28%) are using NOS for workplace assessment but not for personal development reviews and eight (15%) are not using NOS for either workplace assessment or personal development reviews.

2.2 Development programmes

Development programmes are packages of learning activity. They offer opportunities to build up knowledge, skills and understanding to meet identified training needs against a role.

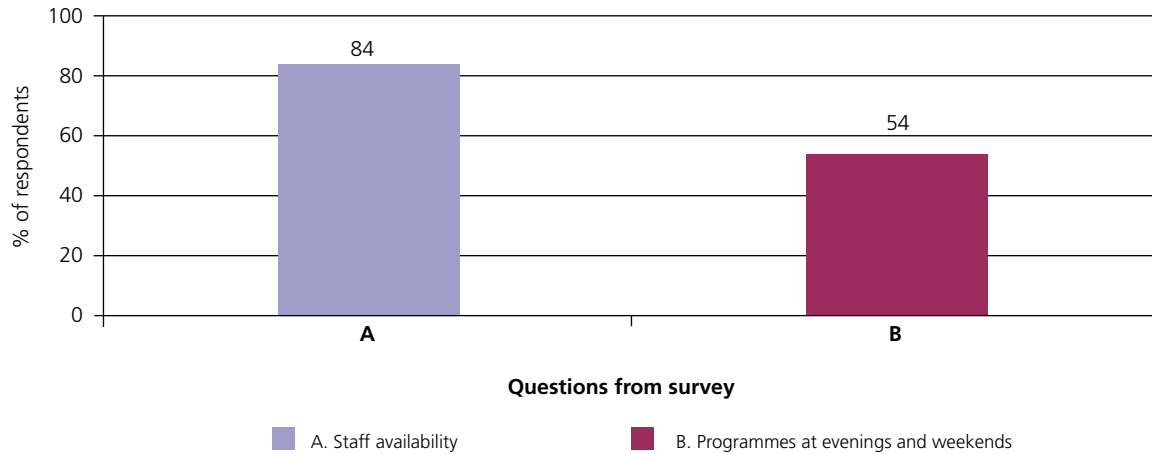


Over half of Fire and Rescue Services (54%) require RDS staff moving to a wholetime firefighter position to complete a full initial training course.

Thirty-six Fire and Rescue Services (68%) have adapted their initial training course so that it can be delivered in modules but half of these still require RDS staff who take up wholetime firefighter roles to attend a full initial training course.

Figure 3: Development Programmes (b)

- A. Does your FRS analyse Integrated Personal Development System demands on time and availability of RDS personnel?
 B. Are managerial development programmes available for RDS staff during evenings and weekends?



Recommendation 29 of the Retained Review Team report² states that training and development providers must:

1. Analyse Integrated Personal Development System demands on time and availability of RDS personnel.
2. Ensure that resources are provided to meet the competency requirements of RDS personnel.
3. Ensure, wherever possible, that training and development can be delivered remotely, locally or via e-learning to support FRS staff (including RDS) for whom residential training and development is inappropriate or difficult to achieve.

Eighty-four per cent analyse demands on time and availability in relation to the implementation of IPDS and almost all (98%) ensure that resources are provided to meet the competence requirements of RDS personnel.

Ninety-one per cent ensure that development is delivered locally, remotely or via e-learning to support RDS Staff with 64 per cent using e-learning to support RDS staff development. The use of e-learning varies depending on the size of the RDS workforce. Fire and Rescue Services with fewer staff make the most use of e-learning.

² *The Fire and Rescue Service Retained Duty System – A Review of the Recruitment and Retention Challenges*, Office of the Deputy Prime Minister, February 2005

Number of RDS Staff	Percentage of responding FRSs using e-Learning
Fewer than 250	35%
250 to 500	38%
501 to 750	18%
More than 750	9%

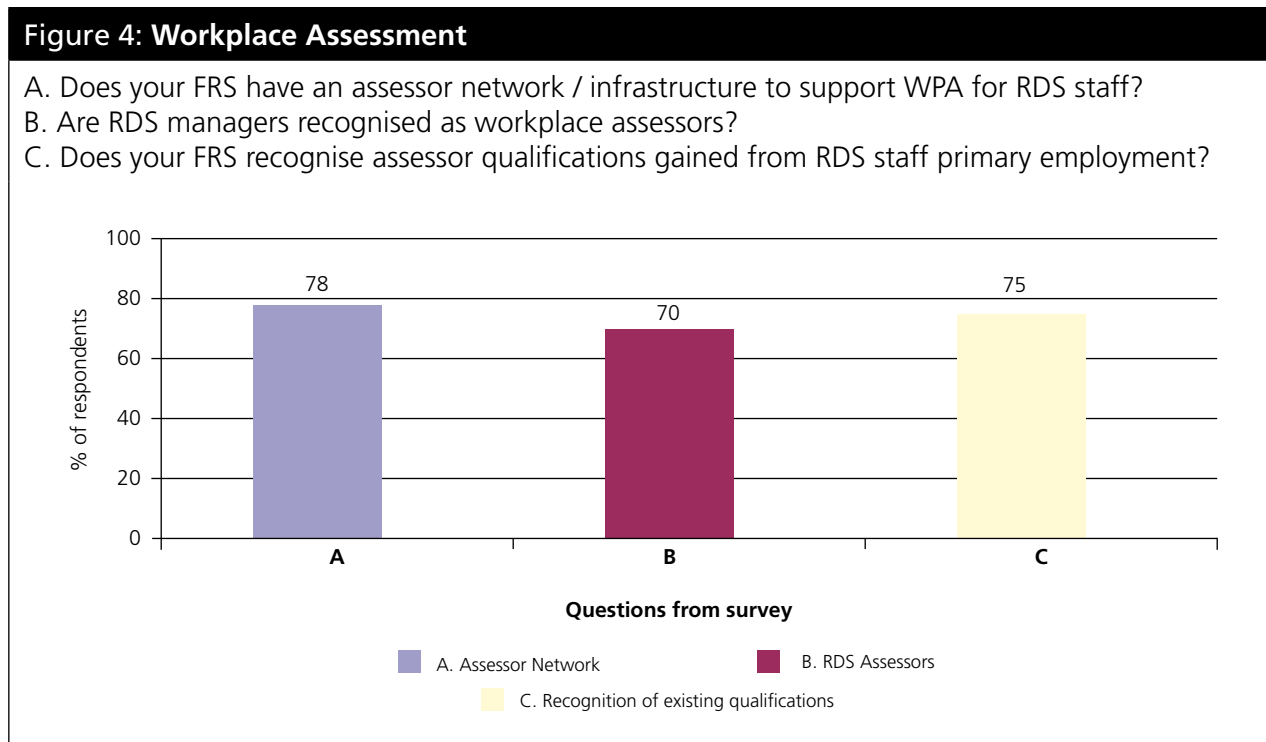
Three-quarters (77%) of Fire and Rescue Services consider all the recommendations in the Retained Review when they are designing development activities and a quarter (25%) use learning agreements.

Almost all Fire and Rescue Authorities (92%) offer operational development at weekends but only just over half (54%) offer managerial development at these times.

Only six out of ten Fire and Rescue Services are using the IPDS emergency fire service modular database when designing programmes³. Eight out of ten (81%) analyse an RDS individual’s training needs prior to making nominations for development but less than half (45%) do a similar analysis prior to attendance on initial training courses for staff transferring to wholetime positions. Over half (57%) responded that nominations for development came from personal development reviews and over three-quarters (78%) offer the same development courses for wholetime and retained duty system staff.

2.3 Workplace Assessment (WPA)

Workplace assessment is a process for assessing people against National Occupational Standards (NOS) and objectives in the course of normal, day-to-day workplace activity. It is an essential part of the process that helps people to maintain skills, knowledge and understanding and thus to demonstrate competence.



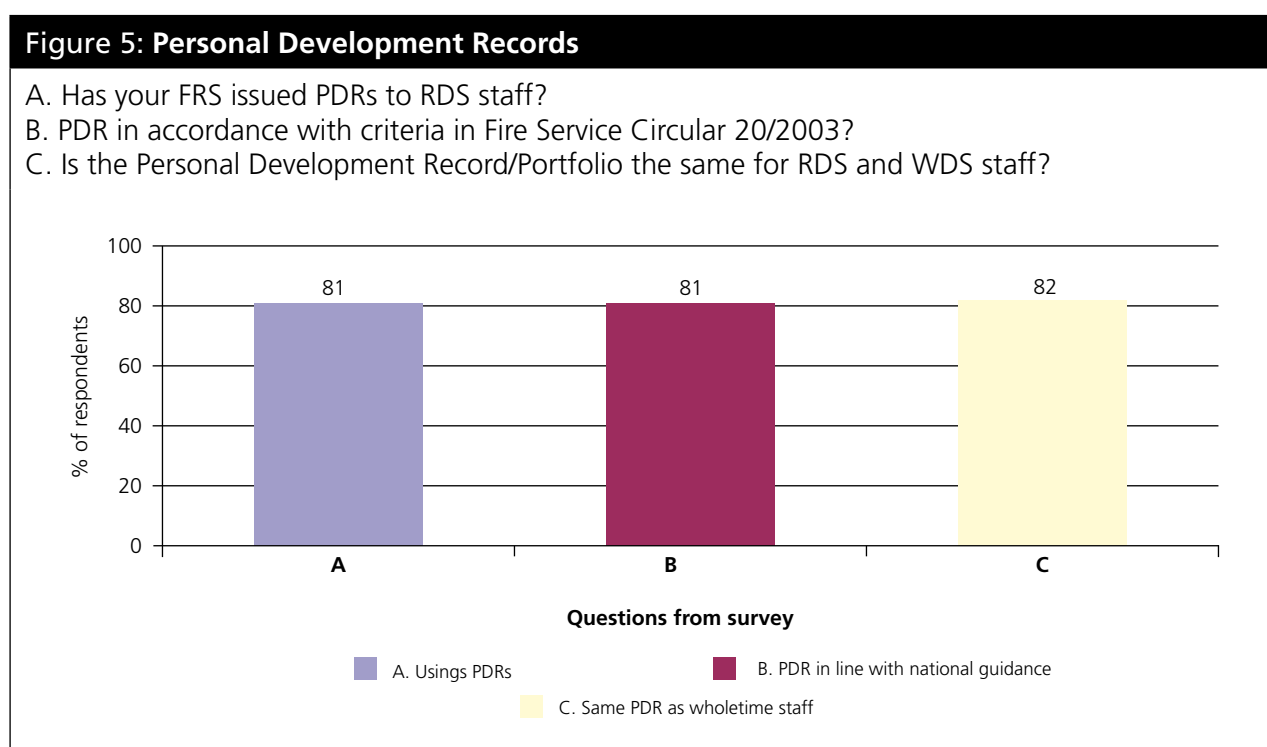
³ The IPDS Emergency Fire Service modular database is the only centrally supported Training Needs Analysis tool that links the National Occupational Standards to development modules. It can be found on the IPDS web site www.ipds.co.uk

Almost eight in ten (78%) Fire and Rescue Services have an assessor network in place to support the assessment of workplace performance of RDS staff. Three-quarters (75%) recognise the assessor qualifications gained by RDS staff from other employment and a similar number (70%) use RDS managers as workplace assessors.

Linking this to the provision of awards (see section 2.5), of those Fire and Rescue Services that offer National Vocational Qualifications (NVQ), almost all (94%) have trained their RDS managers to NVQ assessor standards.

2.4 Personal Development Records (PDR)

Personal Development Records provide people and their organisation with evidence of their learning and development achievements. This helps people to monitor, build and reflect upon their personal development.



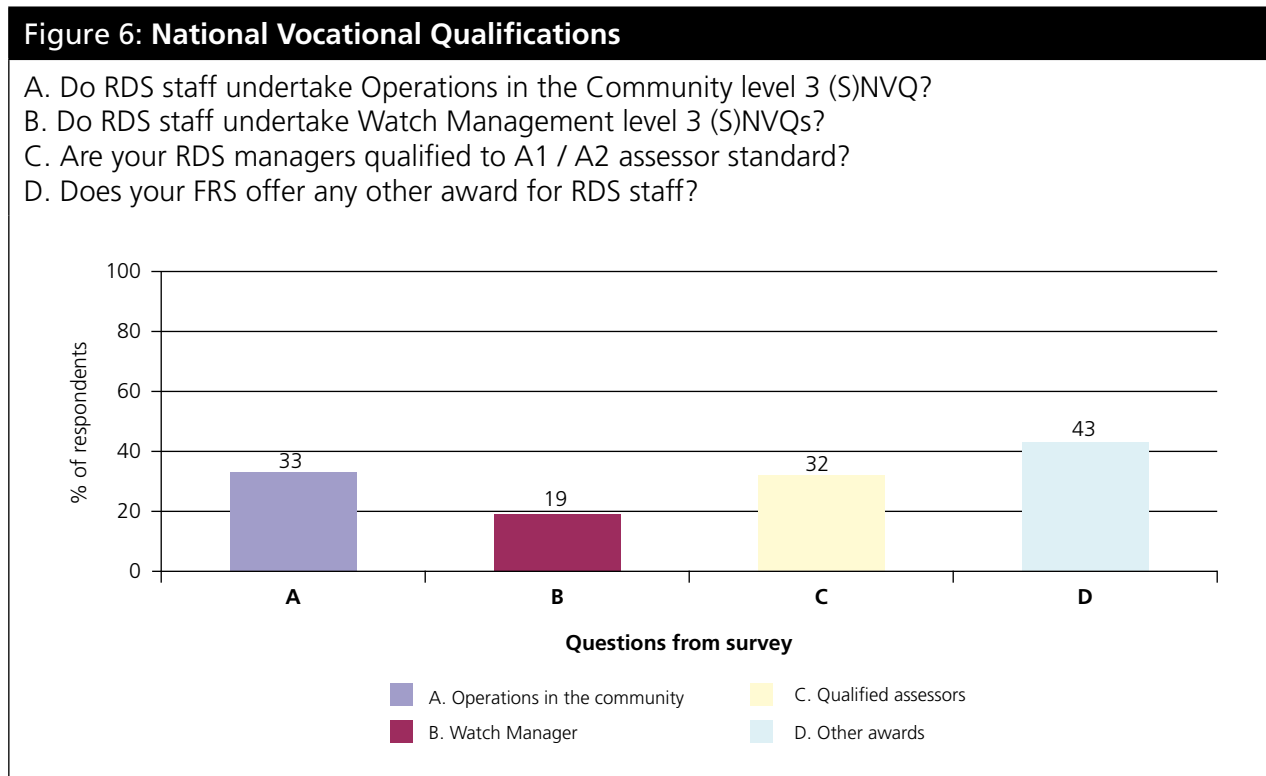
A majority of Fire and Rescue Services (81%) use Personal Development Records for staff on the retained duty system. This represents almost 15,000 people and most (80%) use the same record as wholetime staff.

The number of Fire and Rescue Services that use Personal Development Records and also have an assessor network in place drops to 64 per cent and less than half (46%) combine Personal Development Records, workplace assessment, personal reviews and an analysis of training needs.

Fire and Rescue Services use the information gleaned from Personal Development Records in different ways. Some used it to inform their strategic risk management plans, some to develop organisational training plans and some only use the information as part of an individual development plan.

2.5 National & Scottish Vocational Qualifications (SVQs & NVQs) & Awards

National & Scottish Vocational Qualifications (SVQs & NVQs) are national qualifications that acknowledge occupational competence. Each qualification contains a number of units of competence derived from the appropriate National Occupational Standards (NOS).



One third of Fire and Rescue Services (33%) offer the Operations in the Community National Vocational Qualification to staff on the retained duty system, fewer than one in five (19%) offer the Watch Management qualification and only 13 per cent offer both.

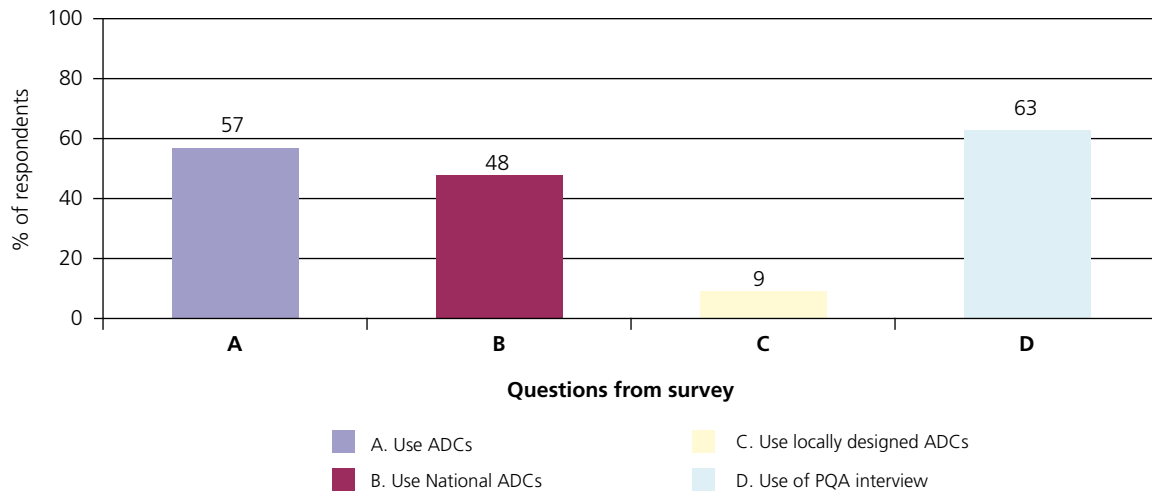
A greater proportion (43%) offer other awards and qualifications including management, health and safety, and Business and Technician Education Council (BTEC) as well as those aligned to professional bodies. Several offer academic qualifications with varying routes of access.

2.6 Assessment Development Centres (ADC)

An ADC is the component of the IPDS that helps organisations to identify individuals with the potential to develop beyond their current role. It does this by measuring an individual’s Personal Qualities and Attributes (PQAs).

Figure 7: Assessment Development Centres

- A. Does your FRS use ADCs to progress RDS staff?
- B. & C. Using nationally agreed or locally developed process for ADCs?
- D. Using the PQA based structured interview to move RDS staff between roles within levels?
eg Crew to Watch Manager.



The survey does not include National Firefighter Selection Tests as at the time of the survey these were just being introduced into the Service.

Over half (57%) of Fire and Rescue Services use Assessment Development Centres for RDS staff but not all of these use the national processes.

Almost two-thirds (63%) use the nationally agreed process to move staff between roles within each ADC level (the interview based on Personal Qualities and Attributes).

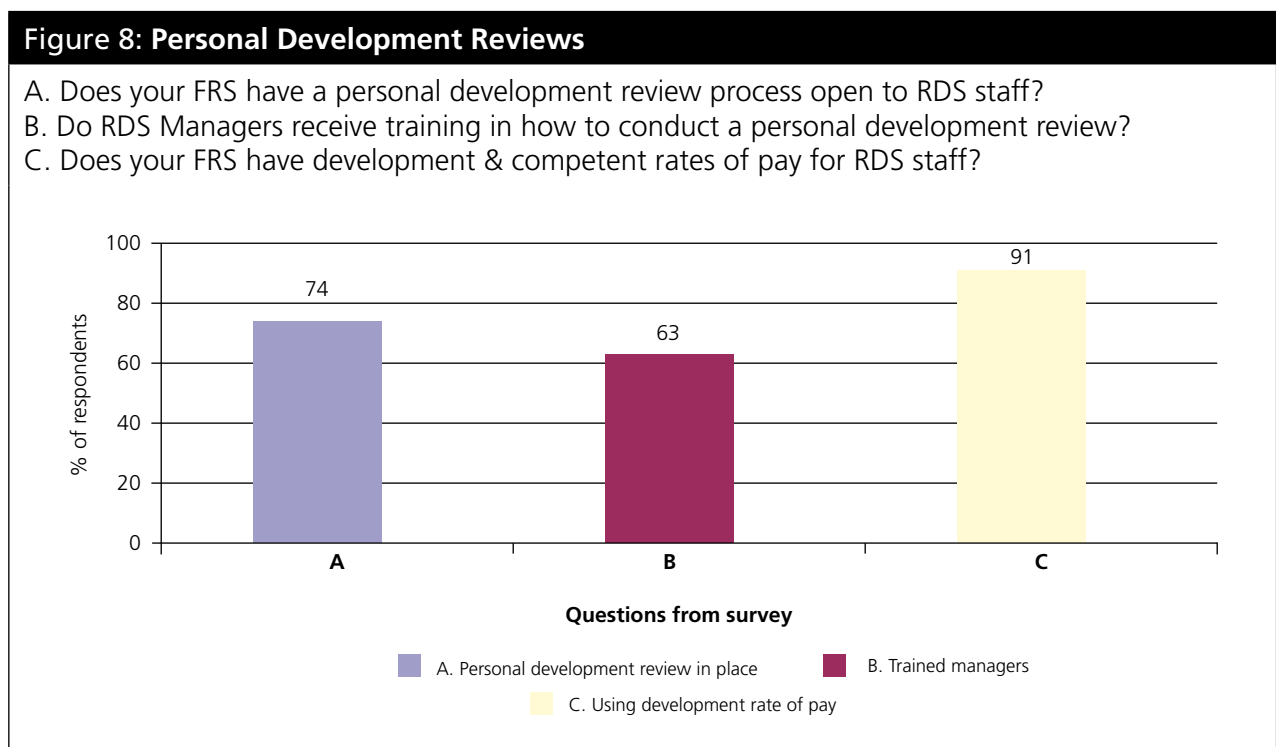
3. The implementation of IPDS related subjects

3.1 Personal Development Reviews

Personal Development Reviews help people identify their training and development needs and match those needs to Service objectives and the needs of the Authority.

While this is not a specific component of IPDS, development reviews are a necessary part of performance management.

The National Joint Council for Local Authority Fire and Rescue Services has agreed that staff who are still developing their skills can be paid a lower rate of pay than those who have been assessed as competent. However, a Fire and Rescue Service wishing to take advantage of this must first put in place a quality-assured process of workplace assessment.



Three-quarters (74%) of Fire and Rescue Services have a personal review process available for RDS staff and 63 per cent offer training to RDS managers in how to conduct a staff performance review.

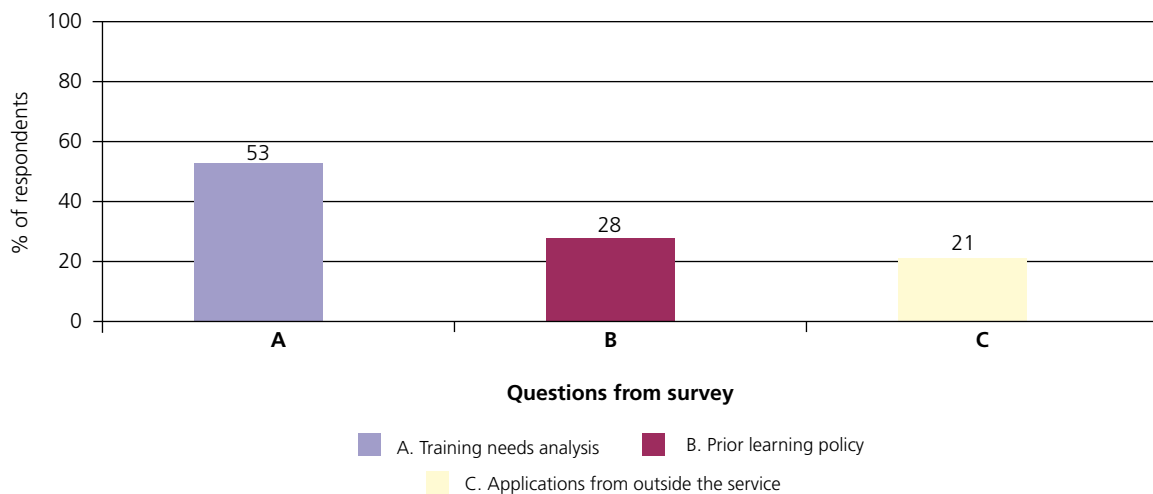
The majority of Fire and Rescue Services (91%) now pay ‘development’ rates to relevant staff on the retained duty system and all but two of these use personal development reviews as part of the decision-making process. However, only a quarter (26%) have an externally verified quality assurance process to move RDS staff from ‘development’ to ‘competent’ rates of pay.

3.2 Prior learning

The acknowledgment of assessed prior learning is a process that recognises a person's knowledge and skills, certificated or accredited as an outcome of formal development from a training provider.

Figure 9: Prior Learning

- A. Does your FRS carry out a training needs analysis for RDS staff on transfer to WDS positions prior to attendance on an initial training course?
 B. Does your FRS have a Prior Learning Policy guidance document?
 C. Does the Prior Learning policy consider applications from outside of Local Authority FRSs? eg Defence FRS, Industrial Fire Services & Civil Aviation Authority.



Over a quarter (28%) of Fire and Rescue Services have developed a prior learning policy and most of these (21%) are comprehensive in that they cover applications from people who are not members of a local Authority FRS, but who work within the wider fire industry.

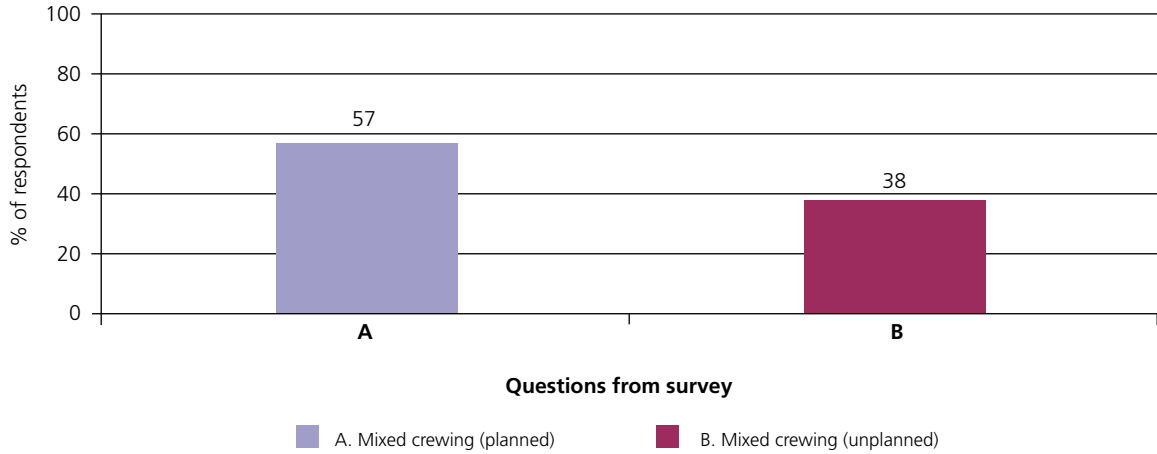
Combining questions A and C, fewer than one in ten (9.4%) conduct an analysis of training needs and have a comprehensive prior learning policy.

3.3 Duty systems

In 2004, changes to the National Joint Council for Local Authority Fire and Rescue Service Scheme of Conditions of Service made it possible for Fire and Rescue Services to develop duty systems to meet local needs. This section examines whether they have taken advantage of this, to provide flexibility in the crewing of appliances.

Figure 10: Duty systems (a)

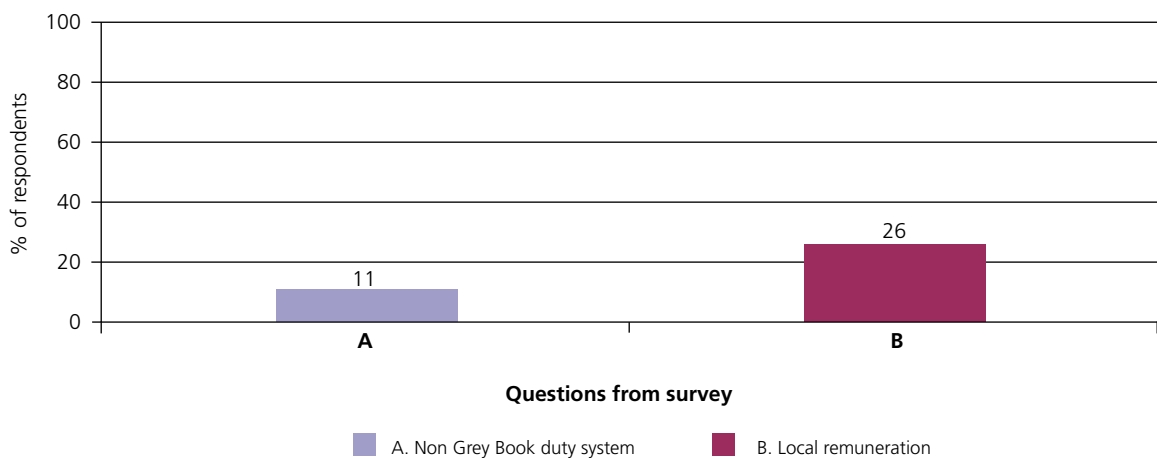
- A. Does your FRS have a policy of utilising planned mixed crewing (ie RDS & WDS) on appliances across your FRS?
- B. Does your FRS utilise RDS staff on wholetime appliances to cover short term crewing shortages?



Over half of Fire and Rescue Services (57%) mix staff on the wholetime and retained duty systems on the same appliances, as part of their planned crewing arrangements. Almost four-in-ten (38%) do the same to cover short-term crewing shortages.

Figure 11: Duty systems (b)

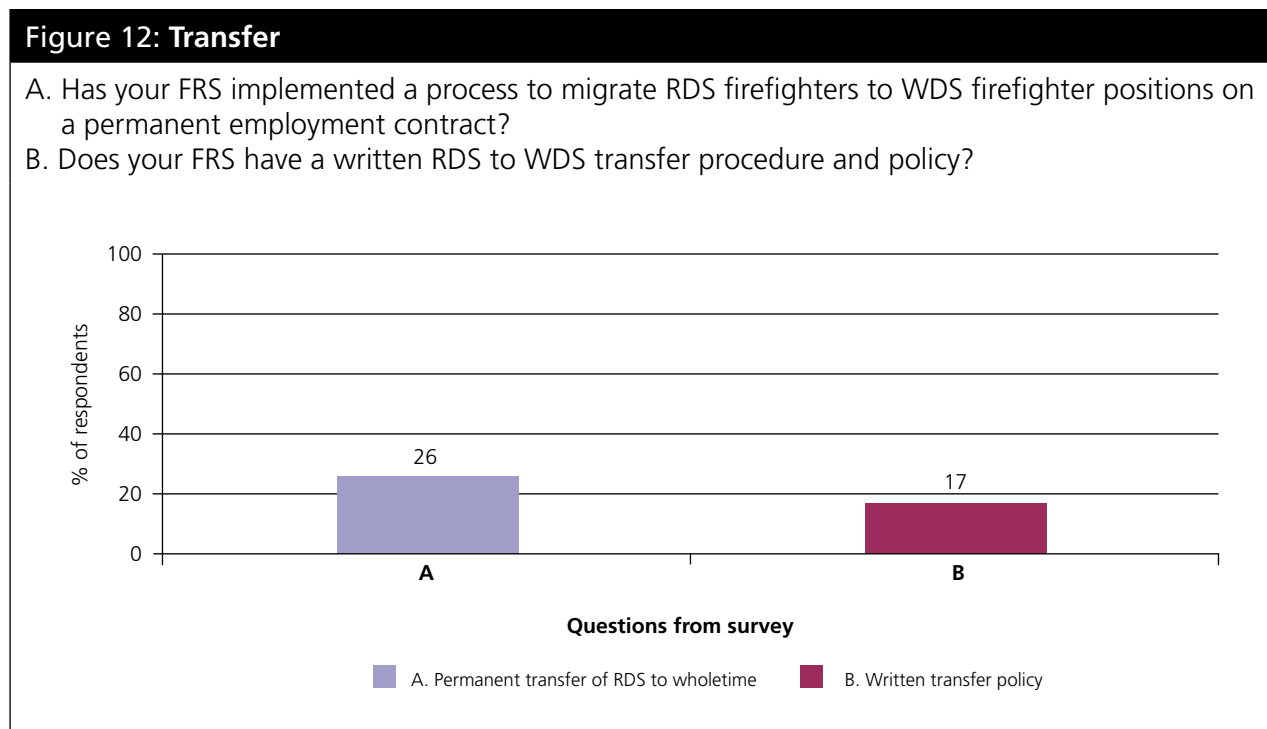
- E. Does your FRS use a RDS duty system other than those detailed in the 'Grey Book'?
- F. Does your FRS have alternative (eg locally developed) remuneration systems for RDS staff?



Just over one in ten Fire and Rescue Services (11%) has implemented alternative local duty systems. This represents around 2500 (13%) RDS personnel overall. Just over a quarter (26%) have introduced a local remuneration package.

3.4 Transfer

This section identifies how Fire and Rescue Services are approaching the issue of transferring staff from the retained duty system to the wholetime duty system.



Over a quarter of Fire and Rescue Services (26%) have implemented a process to transfer staff to wholetime positions. Seventeen per cent have developed written transfer policies negotiated locally with representative bodies.

Linking this to duty systems (see section 3.3), around a third of Fire and Rescue Services have mixed crewing of appliances but have not implemented a process to transfer RDS staff to wholetime positions.

3.5 Policy development

Two of the terms of reference for the IPDS/RDS Working Group are to identify practice and policy and to communicate this for the benefit of the FRS. The willingness of 98 per cent of respondents to make their policies available is very much welcomed. This is an indication of a positive approach to progress and the sharing of learning. It will be valuable in supporting all FRs in the development of their own or regional policy on both IPDS and associated subjects such as transfer, duty systems, remuneration packages and prior learning.

4. Conclusions

It is clear that there are challenges to implementing IPDS for people on the retained duty system, but the evidence gathered from the survey indicates that many Fire and Rescue Services are facing up to those challenges. This positive approach undermines the contention that IPDS and the RDS are in any way incompatible. The key is to address the issues in an integrated way, making joined-up organisational changes that facilitate the effective development of all staff.

Some Fire and Rescue Services are making changes that, although positive in themselves, are delivered in a piecemeal fashion that could be confusing and demoralising for staff. For example, some Fire and Rescue Services, whilst having a policy for transferring people from the retained to the wholetime duty system, fail to properly analyse training needs and require them to do a full initial training course.

Detailed conclusions are contained below under each of the survey headings.

National Occupational Standards

The response to the survey indicates considerable progress in embedding the use of National Occupational Standards in the day-to-day activities of RDS staff. Areas of RDS staff personnel management where National Occupational Standards show significant use are in: developing job descriptions, assessing staff in the workplace and setting the outcomes of development programmes.

Development Programmes

Many Fire and Rescue Services evidently still require people who move from the retained duty system to a wholetime position to complete a full initial training course. This means that they are often receiving unnecessary training for skills and knowledge when they could either demonstrate their competence via Personal Development Records or through pre-course assessment. This needless training is discouraging for the staff and a waste of resources for the FRS.

Some Fire and Rescue Services do not make such a requirement. Instead, they recognise the existing skills of staff on the retained duty system and the contribution they are already making in their FRSs. This more progressive approach is often achieved by splitting the courses into shorter modules, analysing individual training needs and tailoring the development to suit the needs of the individual and their role. Perhaps because of such changes, over three-quarters of FRSs now offer the same development programmes for staff on the retained and wholetime duty systems. This has real benefits for morale and the integration of staff.

Another example of flexibility is the increasing number of Fire and Rescue Authorities who say they offer courses at weekends. However, most of these are still aimed at operational rather than managerial development.

It is disappointing to note that even among the Fire and Rescue Services who have modularised their initial training courses some still require people who move from the retained duty system to a wholetime position to complete a full initial training course. The implication is that FRSs are not fully exploiting the benefits of the development of modularised programmes, and are not providing the best value for money training solutions.

The only centrally supported tool for the analysis of training needs is the IPDS emergency fire service modular database. This links the National Occupational Standards to development modules and therefore provides quality assurance to the design of development programmes. Unfortunately, although this tool is free and easily available, only half of Fire and Rescue Authorities are using it to support design of development opportunities for RDS Staff.

Workplace assessment

The survey indicates that most Fire and Rescue Services have a network of suitably trained RDS managers in place to support the assessment of people in the course of normal day-to-day activities and some of these managers are qualified to National Vocational Qualification assessor standards. Three-quarters of FRSs recognise the assessor qualifications gained by RDS staff from other employment. This is encouraging as the dialogue required between managers and staff in effective workplace assessment will promote the development of more supportive cultures in the Service that help to create positive working environments.

Personal Development Records

Effective records are the key to successful workplace assessment and most Fire and Rescue Services say they use Personal Development Records for staff on the retained duty system. However, they evidently do not all have an assessor network in place and this calls into question the quality of the recording.

It is a concern that just under 18 per cent of FRSs issue their retained and wholetime staff different versions of a Personal Development Record. These different records could create a potential barrier to transfer people from one duty system to the other.

Over a third of Fire and Rescue Services combine staff on the retained and wholetime duty systems to cover short-term crewing deficiencies. Over half combine staff as part of their planned crewing arrangements. Even so, 13 per cent of these Fire and Rescue Services have not yet issued development records to RDS staff. The implication is that some firefighters forming the crew of the same appliance will be able to provide evidence of their development and competence while others will not be able to do so.

Personal Development Records are not just for the benefit of the individual but can also inform management thinking on organisational and strategic planning. A few Fire and Rescue Services are making full use of their PDRs in this way and some are developing regional models but many have yet to take advantage of the opportunity to collect this valuable management information.

National Vocational Qualifications

Currently the number of Fire and Rescue Services offering their staff on the retained duty system access to National Vocational Qualifications is low, but the use of other awards and qualifications is higher. These other qualifications include management, health & safety and Business and Technician Education Council (BTEC) and those that are aligned to professional bodies. Several offer academic qualifications.

Assessment Development Centres

Assessment Development Centres were the last part of IPDS to be completed so the development and implementation of ADCs across all duty systems has been slightly behind that of other IPDS components.

With this in mind, it is perhaps not surprising that less than half of Fire and Rescue Services are using the National Assessment Development Centre processes for staff on the retained duty system. This means that many RDS Staff are still being assessed for progression via locally developed processes. This could limit future opportunities for staff should they wish to use the results outside of their own Fire and Rescue Service.

The National Assessment Development Centre processes incorporate an interview to move staff between roles within each managerial level. This interview is more widely used than the full ADC process.

The survey did not collect data in respect of National Firefighter Selection Tests as at the time of the survey these were just being introduced into the FRS.

Personal Development Reviews

While the personal review is not an explicit component of the Integrated Personal Development System, it is fundamental to effective assessment in the workplace. The current pay agreement allows staff to be paid less whilst they are developing their skills. The majority of Fire and Rescue Services now pay 'development' rates to relevant staff on the retained duty system and all but two use personal development reviews in their decision-making. However, there are certain conditions surrounding the use of these processes, including the need to have them checked by a third party⁴. Only a quarter of Fire and Rescue Services have such an externally verified process and this must call into question the quality of their methods.

By comparing the responses across a number of questions, it is encouraging to conclude that almost half of Fire and Rescue Services have put together an integrated structure to support people. This links the assessment of workplace performance with personal development reviews and records, and the assessment of training needs prior to staff undertaking development.

⁴ The arrangements for paying 'development' rates of pay are detailed in National Joint Council for Local Authority Fire and Rescue Services Circulars. These are available at the Local Government Employers web site: www.lge.gov.uk

Prior learning

Many staff on the retained duty system bring with them a wide range of skills, knowledge and qualifications from their primary employment. To make the most of these Fire and Rescue Services need a policy to provide guidance on how to assess the individual's prior learning. This should form part of the analysis of their training needs and help to identify any skill gaps that an applicant might have. Training and development can then be targeted. This motivates the individual because they are learning only what they need to know, and it benefits the organisation because it is cost-effective.

Progress in this area is slow with only just over a quarter of Fire and Rescue Services having developed such a policy. Even fewer (one-in-ten) combine a prior learning policy with an analysis of training needs.

Duty system

In 2004, changes to the National Joint Council for Local Authority Fire and Rescue Service Scheme of Conditions of Service made it possible for Fire and Rescue Services to develop new duty systems to meet local needs.

The traditional method of RDS remuneration often restricted access to development opportunities. This was because the first staff to arrive at the fire station were the ones who attended the incidents. Latecomers often missed the opportunity to attend calls and thereby gather evidence. One in ten Fire and Rescue Services have implemented alternative local duty systems and twice as many have introduced a local remuneration package to remove this disincentive. Other Fire and Rescue Services may wish to analyse the potential benefits of alternative local duty systems and remuneration schemes.

Transfer

Recent changes⁵ have enabled the movement of staff from one duty system to another. A small number of Fire and Rescue Services have responded positively to these new flexibilities and have developed transfer policies, negotiated locally with representative bodies. Some Fire and Rescue Services have transfer processes in place but have not yet written a covering policy.

Whilst it is encouraging to see processes being implemented, the numbers are quite low with both groups together representing only just over a quarter of the Service. In addition, some of the transfer processes require people moving from the Retained to the wholetime duty systems to undertake a full initial recruit training programme. This is de-motivating to the individual and an unnecessary cost to the organisation. This situation will become untenable, as RDS staff increasingly demonstrate their competence through assessment, personal development records or vocational qualifications.

It is of concern⁵ that around a third of Fire and Rescue Services allow staff from the Retained and Wholetime duty systems to crew the same appliances but do not have a transfer process in place.

The Chief Fire Officers' Association are addressing this issue as part of the Employee Resourcing work-stream.

⁵ The key changes involved the repeal of the Appointment and Promotion Regulations, the introduction of IPDS and the changes to the Fire and Rescue Services Scheme of Conditions of Service.

5. Next steps

The survey has identified many examples of Fire and Rescue Services that have made organisational changes that might support the development staff on the retained duty system. These will be posted on the IPDS web site in the form of a self-assessment checklist that will provide a framework that FRs should consider to enable effective implementation of IPDS for RDS staff.

The IPDS/RDS Working Group will obtain copies of some of the associated local policy documents and broker the sharing of good practice by making these available to the Service through the IPDS website and by directing enquiries to colleagues in relevant FRAs.

Annex 1

Methodology

The results of this study are based on a postal survey of all UK FRSs. The survey comprised of a printed questionnaire, return envelope & explanatory letter. This was preceded in December 2006 by a letter sent to all brigade managers asking for their support in getting a response from their own organisations. This letter set out the intention to use practitioner level respondents from each FRS. The attendance list from the RDS workshop held in September 2006 was used unless advised otherwise. London Fire Brigade was not surveyed, as it does not employ any staff on the relevant duty system.

A total of 59 questionnaires were sent out in early January 2007. Fifty-three responses were received which is a return rate of 90% of those FRSs surveyed. The data presented in the report is not weighted.

The responding FRSs represent 19082 RDS employees⁶.

Please note: The tables and analysis in this report excludes *not applicable, do not know or not stated responses*. Not all questions were applicable to all respondents. Therefore the value of the data presented is based on the actual number of responses to each question and not to the total number of response overall. The number of responses to each question is shown in figure 13.

⁶ Information sourced from *Who's Who Directory 2006*. Published by Emergency Services Times

Figure 13	
QUESTIONS ON IMPLEMENTATION OF IPDS FOR RETAINED DUTY SYSTEM STAFF	TOTAL RESPONSES
Is your FRS willing to share your IPDS policy documents relating to RDS firefighters with the Working Group?	52
1: USING THE NATIONAL OCCUPATIONAL STANDARDS	
a. Does your FRS use NOS to assist in developing job descriptions for RDS posts?	52
b. Does your FRS use NOS in the workplace assessment of RDS staff?	53
c. Does your FRS use NOS to set development programme outcomes?	52
d. Do RDS staff have access to the NOS for their role?	53
e. Are NOS used to help assess performance during personal development reviews?	53
2: DEVELOPMENT PROGRAMMES	
a. Do RDS fire-fighters moving to wholetime duty system (WDS) positions undertake a full initial training course?	52
b. Recommendation 29 of the Retained Review Report states that training and development providers must:	
Recommendation i) (see main report page 11)	51
Recommendation ii) (see main report page 11)	51
Recommendation iii) (see main report page 11)	53
c. Are operational development programmes available for RDS staff during evenings and weekends?	53
d. Are managerial development programmes available for RDS staff during evenings and weekends?	52
If the answer to (c) & (d) above is YES does your FRS use the same delivery methods for RDS & WDS operational & management development?	44
e. Are the EFS database development modules used when designing programmes?	50
f. Has your FRS modularised the initial fire fighter training course delivery?	53
g. Does your FRS have WDS & RDS staff together on the same courses?	51
h. Does your FRS deliver any development programmes exclusively for RDS staff?	52
i. Is programme content the same for RDS & WDS staff?	49
j. Are RDS staff course nominations for development courses made as an outcome of a Training Needs Analysis?	53
k. Are RDS staff course nominations made as result of a Personal Development Review?	53
l. Does your FRS have a learning agreement with RDS staff?	52
If answer to (l.) is yes, does the learning agreement provide for equal access to development? eg RDS can undertake development at evenings & weekends	12
m. Does your FRS provide any development for RDS staff via e-learning?	53
3: WORKPLACE ASSESSMENT (WPA)	
a. Does your FRS have an assessor network/infrastructure to support WPA for RDS staff?	51
b. Are RDS managers recognised as workplace assessors?	53
c. Does your FRS recognise assessor qualifications gained from RDS staff primary employment?	52

QUESTIONS ON IMPLEMENTATION OF IPDS FOR RETAINED DUTY SYSTEM STAFF	TOTAL RESPONSES
4: PERSONAL DEVELOPMENT RECORDS (PDR)	
a. Has your FRS issued PDRs to RDS staff?	52
b. Is the PDR designed in accordance with the criteria contained in Fire Service Circular 20/2003?	47
c. Are RDS staff conversant with the need to only record significant relevant activity in a PDR?	46
d. Do RDS staff record their development needs in their PDR?	49
e. Can the PDR take account of any feedback following a development activity? (eg attendance at an ADC).	48
f. Is the Personal Development Record / Portfolio the same for RDS and WDS staff?	51
5: (S)NVQS/AWARDS	
a. Do RDS staff undertake Operations in the Community level 3 (S)NVQ?	52
b. Do RDS staff undertake Watch Management level 3 (S)NVQs?	52
c. Are your RDS managers qualified to A1 / A2 assessor standard?	50
d. Does your FRS offer any other award for RDS staff eg Foundation Degrees, BTEC?	51
6: ASSESSMENT DEVELOPMENT CENTRES (ADC)	
a. Does your FRS use ADCs to progress RDS staff?	31
b. If answer to (a) is yes does your FRS use	
(i) Nationally agreed processes for ADCs?	33
(ii) Locally developed ADC processes?	28
c. Does your FRS hold separate ADCs for RDS & WDS staff?	47
If the answer to 6 (c) is yes, are RDS staff subsequently eligible to apply for WDS managerial vacancies?	17
d. Does your FRS use the PQA based structured interview to move RDS staff between roles within levels? eg Crew to Watch Manager	51
7: PERSONAL DEVELOPMENT REVIEWS	
a. Does your FRS have a personal development review process open to RDS staff?	53
b. Does your FRS have individual development plans for RDS staff?	53
c. Do RDS managers receive training in how to conduct a personal development review?	53
d. Does your FRS have development & competent rates of pay for RDS staff?	53
e. Does the personal development review inform the decision on when to move RDS personnel to a competent rate of pay?	51
f. Is the development to competent rate of pay process externally verified as detailed in Employers Circular 12/05?	47
8: PRIOR LEARNING (PL)	
a. Does your FRS carry out a Training Needs Analysis for RDS staff on transfer to WDS positions prior to attendance on an initial training course?	48
b. Does your FRS have a PL Policy Guidance Document?	51
c. Does the PL policy take into consideration applications from outside of Local Authority FRSs eg Defence FRS, Industrial Fire Services & Civil Aviation Authority?	41

QUESTIONS ON IMPLEMENTATION OF IPDS FOR RETAINED DUTY SYSTEM STAFF	TOTAL RESPONSES
9: DUTY SYSTEMS	
a. Does your FRS have a policy of utilising planned mixed crewing (i.e. RDS & WDS) on appliances across your FRS?	53
b. Does your FRS utilise RDS staff on wholetime appliances to cover short term crewing shortages?	53
c. Does your FRS utilise WDS staff on RDS appliances?	53
d. Does your FRS offer RDS (secondary) contracts to WDS staff?	53
e. Does your FRS use a retained duty system other than those detailed in the 'Grey Book'?	53
f. Does your FRS have alternative (eg locally developed) remuneration systems for RDS staff?	50
g. Does your FRS allow staff to undertake RDS duties in your FRS while holding a wholetime contract in another FRS?	53
10: TRANSFER	
a. Has your FRS implemented a process to migrate RDS firefighters to WDS firefighter positions on a permanent employment contract?	53
b. Does your FRS have a written RDS to WDS transfer procedure and policy?	52
c. Has this method been agreed locally with representative bodies (ie unions)?	35
d. If answer to b. is NO is your FRS developing a policy on transfer of RDS staff to WDS employment contracts?	43
e. Has the transfer policy and procedure been circulated to RDS staff?	34
f. Has your FRS migrated RDS staff to WDS positions utilising this policy?	34
g. Is your FRS willing to make the policy available to us?	21

Annex 2 Questionnaire



QUESTIONNAIRE ON IMPLEMENTATION OF IPDS FOR RETAINED DUTY SYSTEM STAFF

A key challenge for the IPDS Project Board is the implementation of IPDS for Retained Duty System (RDS) firefighters. The IPDS Project Board had set up a working group to help identify solutions to overcome these challenges. In order to help establish the current position and identify progress with the implementation of IPDS for RDS staff we are conducting a short survey of all FRSs in England, Wales Scotland & Northern Ireland.

The questionnaire consists of questions requiring a tick box response. There are also open questions and a comments section that we would ask you to complete to provide additional information. Your responses will provide an overview of the current situation for the implementation of IPDS related to RDS staff and will specifically help the work group to identify and communicate solutions to the challenges being faced.

Thank you for your help in supporting the work of the IPDS Project Board.

Should you have any queries regarding the questionnaire please contact Chris Millard on 07771 797830 or email to chris.millard@ipds.co.uk

The purpose of the survey is to generate information that will:

- A) establish FRS's progress in implementation of IPDS for RDS firefighters and
- B) support the implementation of IPDS and associated systems for RDS firefighters.

Is your FRS willing to share your IPDS policy documents relating to RDS firefighters with the Working Group?

YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
-----	--------------------------	----	--------------------------

Name of Respondent _____

Fire & Rescue Service/Authority _____

Contact details:

Phone _____

Mobile _____

Email address _____

2: Development Programmes

Development programmes are packages of learning activity. They offer opportunities to build up knowledge, skills and understanding to meet identified training needs against a role. This section asks how your FRS; identifies nominations for staff to attend development events, designs programme content, and delivers the programmes.

a. Do RDS fire-fighters moving to wholetime Duty System (WDS) positions undertake a full initial training course?

YES		NO	
-----	--	----	--

b. Recommendation 29 of the Retained Review Report states that training and development providers must:

- i) analyse Integrated Personal Development System demands on time and availability of RDS personnel;**
- ii) ensure that resources are provided to meet the competency requirements of RDS personnel;**
- iii) ensure, wherever possible, that training and development can be delivered remotely, locally or via e-learning to support fire and rescue service staff (including those employed on the retained duty system) for whom residential training and development is inappropriate or difficult to achieve.**

Does your FRS consider each of these recommendations when designing training & development activities?

Recommendation i)	YES		NO	
Recommendation ii)	YES		NO	
Recommendation iii)	YES		NO	

c. Are operational development programmes available for RDS staff during evenings and weekends?

YES		NO	
-----	--	----	--

d. Are managerial development programmes available for RDS staff during evenings and weekends?

YES		NO	
-----	--	----	--

If the answer to (c) & (d) above is YES does your FRS use the same delivery methods for RDS & WDS operational & management development?

YES		NO	
-----	--	----	--

Note: If the answer to either question 2 (j) or (k) above is NO, please explain what criteria are used:

l. Does your FRS have a learning agreement with RDS staff?

YES		NO	
-----	--	----	--

If answer to (l.) is yes, does the learning agreement provide for equal access to development? e.g. RDS can undertake development at evenings & weekends

YES		NO	
-----	--	----	--

m. Does your FRS provide any development for RDS staff via e-learning?

YES		NO	
-----	--	----	--

3: Workplace Assessment (WPA)

WPA is a process for assessing people against National Occupational Standards (NOS) and objectives in the course of normal, day-to-day workplace activity. It is an essential part of the process that helps people to maintain skills, knowledge and understanding and thus to demonstrate competence. This section asks how your FRS supports WPA for RDS staff.

a. Does your FRS have an assessor network/infrastructure to support WPA for RDS staff?

YES		NO	
-----	--	----	--

b. Are RDS managers recognised as workplace assessors?

YES		NO	
-----	--	----	--

c. Does your FRS recognise assessor qualifications gained from RDS staff primary employment?

YES		NO	
-----	--	----	--

5: (S)NVQs/Awards

National & Scottish Vocational Qualifications (SVQs & NVQs) are national qualifications that acknowledge occupational competence. Each qualification contains a number of units of competence and derives from the appropriate National Occupational Standards (NOS). This section asks about the provision of NVQs or other awards for RDS staff.

a. Do RDS staff undertake Operations in the Community level 3 (S)NVQ?

YES		NO	
-----	--	----	--

b. Do RDS staff undertake Watch Management level 3 (S)NVQs?

YES		NO	
-----	--	----	--

c. Are your RDS Managers qualified to A1/A2 assessor standard?

YES		NO	
-----	--	----	--

d. Does your FRS offer any other award for RDS staff e.g. Foundation Degrees BTEC?

YES		NO	
-----	--	----	--

If the answer to 5(d) above is yes please specify any other awards offered to RDS staff

6: Assessment Development Centres (ADC)

An ADC is the component of the IPDS that helps organisations to identify individuals with the potential to be developed beyond their current role. This section asks how you apply ADCs for RDS staff

a. Does your FRS use ADCs to progress RDS staff?

YES		NO	
-----	--	----	--

b. If answer to (a) is yes does your FRS use:

(i) Nationally agreed process for ADCs?

YES		NO	
-----	--	----	--

(ii) Locally developed ADC process?

YES		NO	
-----	--	----	--

c. Does your FRS hold separate ADCs for RDS & WDS staff?

YES		NO	
-----	--	----	--

If the answer to 6 (c) is yes, are RDS staff subsequently eligible to apply for WDS managerial vacancies?

YES		NO	
-----	--	----	--

d. Does your FRS use the PQA based structured interview to move RDS staff between roles within levels? e.g. Crew to Watch Manager

YES		NO	
-----	--	----	--

7: Personal Development Reviews

While this is not a specific component of IPDS, development reviews are a necessary part of performance management. This section asks how you apply the review process to RDS staff.

a. Does your FRS have a personal development review process open to RDS staff?

YES		NO	
-----	--	----	--

b Does your FRS have individual development plans for RDS staff?

YES		NO	
-----	--	----	--

c. Do RDS managers receive training in how to conduct a personal development review?

YES		NO	
-----	--	----	--

d. Does your FRS have development & competent rates of pay for RDS staff?

YES		NO	
-----	--	----	--

e. Does the personal development review inform the decision on when to move RDS personnel to competent rate of pay?

YES		NO	
-----	--	----	--

f. Is the development to competent rate of pay process externally verified as detailed in Employers Circular 12/05?

YES		NO	
-----	--	----	--

8: Prior Learning (PL)

The acknowledgment of Assessed Prior Learning is a process that recognises a person's knowledge and skills that are certificated or accredited as an outcome of formal development from a training provider.

The acknowledgment of experiential Prior Learning is a process of recognising informal work (eg voluntary sector) that has been assessed by an approved assessor.

a. Does your FRS carry out a Training Needs Analysis for RDS staff on transfer to WDS positions prior to attendance on an initial training course?

YES		NO	
-----	--	----	--

b. Does your FRS have a PL Policy Guidance Document?

YES		NO	
-----	--	----	--

c. Does the PL policy take into consideration applications from outside of Local Authority FRSs e.g. Defence FRS, Industrial Fire Services & Civil Aviation Authority?

YES		NO	
-----	--	----	--

9: Duty Systems

This section asks if your FRS has put into operation the opportunities now available to develop local duty systems and provide flexibility in the crewing of appliances

a. Does your FRS have a policy of utilising planned mixed crewing (i.e. RDS & WDS) on appliances across your FRS?

YES		NO	
-----	--	----	--

b. Does your FRS utilise RDS staff on whole time appliances to cover short term crewing shortages?

YES		NO	
-----	--	----	--

c. Does your FRS utilise WDS staff on RDS appliances?

YES		NO	
-----	--	----	--

d. Does your FRS offer RDS (secondary) contracts to WDS staff?

YES		NO	
-----	--	----	--

e. Does your FRS use a RDS duty system other than those detailed in the 'Grey Book'?

YES		NO	
-----	--	----	--

f. Does your FRS have alternative (e.g. locally developed) remuneration systems for RDS staff?

YES		NO	
-----	--	----	--

g. Does your FRS allow staff to undertake RDS duties in your FRS while holding a wholetime contract in another FRS?

YES		NO	
-----	--	----	--

10: Transfer

The RDS working group is seeking to establish where FRSs are allowing RDS staff to transfer to WDS posts. This is intended to support the development of a guidance framework to help progress the matter for all FRSs. This section asks how your FRS is approaching this topic.

a. Has your FRS implemented a process to migrate RDS firefighters to WDS firefighter positions on a permanent employment contract?

YES		NO	
-----	--	----	--

b. Does your FRS have a written RDS to WDS transfer procedure and policy?

YES		NO	
-----	--	----	--

c. Has this method been agreed locally with Representative Bodies? (ie Unions)

YES		NO	
-----	--	----	--

d. If answer to b. is NO is your FRS developing a policy on transfer of RDS staff to WDS employment contracts?

YES		NO	
-----	--	----	--

e. Has the transfer policy and procedure been circulated to RDS staff?

YES		NO	
-----	--	----	--

f. Has your FRS migrated RDS staff to WDS positions utilising this policy?

YES		NO	
-----	--	----	--

g. Is your FRS willing to make the policy available to us?

YES		NO	
-----	--	----	--

11: Additional comments

--

The implementation of IPDS for staff conditioned to the retained duty system

Please return your completed questionnaire in the enclosed Stamped Addressed Envelope to:

Chris Millard
IPDS Team
Fire Service College
Moreton in Marsh
Gloucestershire
GL56 ORH

by Friday 2nd February 2007.

Thank you for taking time to complete this questionnaire. Your assistance is very much appreciated.

Annex 3

Supporting Letters

LETTER TO CFOs

IPDS Project Board

Fire Service College

IPDS Team
Fire Service College
Moreton in Marsh
Gloucestershire
GL56 ORH
Chris.millard@ipds.co.uk
07771 797830

Date

Dear

QUESTIONNAIRE ON IMPLEMENTATION OF IPDS FOR RDS STAFF

I write to you as Senior Responsible Officer for the Integrated Personal Development System (IPDS) Project Board. The purpose is to make you aware of and seek your support for a survey that is being undertaken under the auspices of the Board.

A key challenge for the Board has been the implementation of IPDS for specific staff groupings within Fire & Rescue Services. In response to this, the IPDS Project Team is working to provide improved support for the implementation of IPDS for staff conditioned to the Retained Duty System (RDS). The Team has set up a small group known as 'The IPDS Retained Duty System Working Group'. Membership is made up of representatives from Fire Brigades Union, Retained Firefighters Union, DCLG, HMFSI (National RDS Champion), Retained Review Report Task & Finish Group & the IPDS Project Team.

The working group has specific Terms of Reference which include;

- Identifying examples of notable practice in implementation of IPDS for retained duty system personnel
- Examining the barriers to implementation for retained duty system personnel
- Finding workable solutions to overcome those challenges
- Effectively communicating the working group's findings to stakeholders.

To establish the current position of implementation of IPDS for RDS staff the working group, will be conducting a survey with Fire & Rescue Services. The questionnaire is designed to:

- Identify progress to date on IPDS for RDS staff.
- Identify where workable solutions are being developed or have been implemented.
- Establish the position on RDS staff transfers across to wholetime duty system contracts.

The quality of the information and ability of the working group to support FRSs is reliant on a high level of returns. It is our intention to seek responses from practitioner level staff that will be most appropriately placed to respond on behalf of your FRS, which I trust you will find acceptable. We will utilise the attendees list from the RDS workshop held in Leicester in September 2006 to identify a nominee from your FRS to receive the questionnaire. If your FRS did not attend we will make direct contact to establish a suitable respondent.

The outcome of the survey will provide essential data that can be used for the benefit of all FRSs in the challenges faced in implementation of IPDS and associated issues by subsequently communicating and sharing the findings with all stakeholders. Please be assured that the purpose of the survey is to identify where solutions to the implementation of IPDS for RDS staff have been delivered or are planned, and provide positive support for FRSs in making progress with IPDS and transfer policy development. Where the survey identifies progress the working group will contact the FRS to explore options for sharing this information with others.

Could I ask you to encourage your staff to respond to this survey in support of continuous improvement and development for RDS staff.

May I take this opportunity to thank you for supporting the work of the IPDS Project Board.

Yours sincerely,



Chris Millard
IPDS Team Member

LETTER TO RESPONDENTS

IPDS Project Board

Fire Service College

IPDS Team
 Fire Service College
 Moreton in Marsh
 Gloucestershire
 GL56 ORH
 Chris.millard@ipds.co.uk
 07771 797830

Date

Dear

QUESTIONNAIRE ON IMPLEMENTATION OF IPDS FOR RETAINED DUTY SYSTEM STAFF

The current phase of the IPDS project is running under the IPDS Project Board chaired by Alan Doig. A key challenge for the Board has been the implementation of IPDS for specific staff groupings within Fire & Rescue Services (FRSs). In response to this, the IPDS Project Team is working to provide improved support for the implementation of IPDS for staff conditioned to the Retained Duty System (RDS).

To support this objective a group known as ‘The IPDS Retained Duty System Working Group’ has been established. Membership is made up of representatives from Fire Brigades Union, Retained Firefighters Union, DCLG, HMFSI (National RDS Champion), a Retained Review Report Task Group representative & a member of the IPDS Project Team. The group reports via the Project Manager to the Board, constituted from many of the stakeholder organisations involved in RDS staff issues. A key objective of the Terms of Reference is to identify workable solutions to help overcome the challenges facing FRSs and to effectively communicate the group’s findings to stakeholders.

To establish the current position on the implementation of IPDS for RDS staff, the group is to conduct a survey. The survey questionnaire is designed to identify where workable solutions have been developed and implemented and areas where solutions are required. The outcome of the survey will provide essential data that can be used to help all FRSs in meeting the challenges of implementation. We will subsequently communicate and share these findings with all stakeholders. This work builds on the outcomes of the recent RDS seminar in Leicester that was so well attended by many practitioners from UK FRSs.

In order for the work group to fulfil their terms of reference and provide working solutions it will be necessary to obtain high levels of questionnaire returns. The questionnaire is designed to gather information about your implementation approach to IPDS for RDS staff from your FRS. It is hoped that all main functions, such as Service Delivery and Service Support, will contribute to your response to provide detailed quality information. A letter has been sent to your Chief Fire Officer / Chief Executive, outlining the purpose of the survey, informing them that it will be sent to a practitioner with their FRS, and asking for their support.

The questionnaire has been designed for ease of response, by predominantly using tick box responses. There are open questions and a further comments section that we would ask you to complete to enhance the quality of your response. The information will not be shared without your permission.

It is hoped that you will want to make known to the team any solutions or notable practices that you have developed. A section on contact details is included. This has only been included to enable us to get in touch with you to discuss any information you have included in your response.

A SAE has been included for your questionnaire return. Could you please complete the questionnaire and return it in the SAE by Friday 2nd February 2007. If you wish to submit additional paperwork, please mark it for the attention of Chris Millard, IPDS Team at the address in the letterhead.

We are looking forward to receiving your response to this important issue. Should you require additional information regarding the survey please use my contact details above.

Many thanks for your help in supporting the work of the IPDS Project Board.

Yours sincerely,

A handwritten signature in black ink that reads "Chris Millard". The signature is written in a cursive style with a large 'C' and 'M'.

Chris Millard

Enc.

THANK YOU LETTER

IPDS Project Board

Fire Service College

IPDS Team
 Fire Service College
 Moreton in Marsh
 Gloucestershire
 GL56 ORH
Chris.millard@ipds.co.uk
 077659932465

Date

Dear Colleague

QUESTIONNAIRE ON IMPLEMENTATION OF IPDS FOR RETAINED DUTY SYSTEM STAFF

I write on behalf of Alan Doig, the IPDS Board Chair & Senior Responsible Officer for the IPDS Project to thank you for your help in the recent Retained Duty System (RDS) Survey that was conducted by the RDS Working Group under the auspices of the Board.

The RDS working Group has several Terms of Reference most of which are underpinned by a need to establish the current 'state of the Nation' in respect of IPDS implementation for RDS Staff. The collection, subsequent value and credibility of that information is fundamentally dependant on the level and quality of responses to the questionnaire. The support for the survey by Fire & Rescue Services (FRSs) has been excellent. We have received a 92.3% overall return rate. This has far exceeded our expectation and that which is normally experienced in this type of survey. Your completion of the questionnaire is very much appreciated. Additionally 52 FRSs indicated that they were willing to make information available to assist in implementation of IPDS for RDS Staff.

Preliminary analysis of the data has been done and an initial overview report submitted to the IPDS Project Board. The next stage of work will be to:

- Undertake more detailed analysis and interpretation of the data.
- Produce a report on the findings.
- Contact Fire & Rescue Services to obtain more information where required.
- Obtain policy documents from those FRSs that indicated they were willing to make their documentation available.
- Identify the most appropriate communication channels to share the outcomes with all stakeholders.

THE IPDS Project Board will be making recommendations on what it considers to be the most appropriate communication channels and mediums. This will be communicated at the first opportunity. The work described above will take some time. It is our intention to share the findings as widely as possible so that progress can be efficient and workable solutions are shared wherever possible.

Again, may I thank you for your contribution to the high level of returns. Your response is valued. We will be contacting FRSs in the future but in the meantime should you want any further information please contact me via the phone number or email address at the head of the letter.

Yours faithfully,

A handwritten signature in black ink that reads "Chris Millard". The signature is written in a cursive style with a large, sweeping flourish at the end of the name.

Chris Millard

LETTER REQUESTING POLICIES & INFORMATION ON IPDS IMPLEMENTATION

IPDS Project Board

Fire Service College

IPDS Team
Fire Service College
Moreton in Marsh
Gloucestershire
GL56 0RH
Chris.millard@ipds.co.uk
077659932465

Date

Dear Colleague

QUESTIONNAIRE ON IMPLEMENTATION OF IPDS FOR RETAINED DUTY SYSTEM STAFF

You may recall that we wrote to you recently to thank you for completing the questionnaire that was conducted by the IPDS RDS Working Group under the auspices of the IPDS Project Board. The letter outlined the next steps that were proposed to help FRSS in the implementation of IPDS for RDS staff. The first draft full report on the survey findings was presented to the IPDS Project Board on Tuesday 17th April. The report had been sent out prior to the meeting but members asked for time to consider its content. It was agreed that any feedback would be provided prior to the next Board meeting on 15th May. I intend to make the report available as soon as is practicable after it has been approved by the Board.

At the meeting the Board gave approval for the Working Group to start the next stage which is to:

- Contact Fire & Rescue Services to obtain more information where required.
- Obtain policy documents from those FRSS that indicated they were willing to make their documentation available.
- Arrange for the information to be made available via appropriate channels such as the www.ipds.co.uk website.

You indicated in your response that you are willing to make your documentation on IPDS implementation for RDS staff available. I am therefore writing to ask you to provide us with the information you may wish to make available for the benefit of the wider Service.

Attached to this letter is a checklist of the sections within the questionnaire. The checklist is indicative but by no means exhaustive. We would welcome any documentation you may wish to offer in relation to the implementation of IPDS, associated systems and processes for RDS staff. I am aware that in some cases this information will apply to both WDS as well as RDS staff, but would ask you to still provide the documentation if this is the case.

While we are very interested in collating any information you wish to provide on IPDS implementation we are equally keen to collate information on duty systems, remuneration packages, prior learning policy and transfer of RDS staff into roles conditioned to other duty systems. Can you please forward the information you are willing to provide via e mail to Margrit Hudson at margrit.hudson@ipds.co.uk.

May I thank you in anticipation for your contribution to the next stage of this work. Your response is valued. Should you want any further information please contact me via the phone number or email address at the head of the letter.

Yours sincerely,

A handwritten signature in black ink that reads "Chris Millard". The signature is written in a cursive style with a large, sweeping flourish at the end of the name.

Chris Millard

Enc. checklist