

## REPORT OF THE CHIEF FIRE OFFICER

# NEXT STEPS FOR THE INTEGRATED PERSONAL DEVELOPMENT SYSTEM

### 1 Purpose of Report

To update the Human Resources Committee on the discontinuation of the Integrated Personal Development System (IPDS) Hub and the progress made to date within Shropshire Fire and Rescue Service.

### 2 Recommendations

Members of the Human Resources Committee are asked to note the report.

### 3 Background

The document, attached as an appendix, shows the timeline of significant events in the history of the IPDS nationally. In summary, the System arose following the issue of Health and Safety Improvement Notices to a number of fire brigades in 1992 and resultant recommendations made by the Training Safety Group.

In 2001 the Central Fire Brigades Advisory Council approved the adoption of the IPDS as the national training strategy for the Service with work focussing on:

- a) National Occupational Standards
- b) Vocational Qualifications
- c) Assessment Development Centres
- d) Assessing Workplace Performance
- e) Development Programmes
- f) Personal Development Records
- g) Continuing Personal Development
- h) Quality Assurance

### 4 The Integrated Personal Development System

In 2003 the pay agreement linked the new Fire Service Roles for those covered by the Grey Book and linked the new pay structure to the roles. In 2004 the Office of the Deputy Prime Minister (ODPM) sponsored IPDS Project began, governed by



stakeholders, including the Chief Fire Officers' Association, the Local Government Association, the ODPM and the Fire Brigades Union. The objectives of the project were that by December 2005 it would have:

- a) Significantly improved the implementation of IPDS;
- b) Produced a lasting IPDS reference source, to which everyone could refer;
- c) Amended the appointment and promotion regulations to support IPDS;
- d) Produced National Point and Entry Selection Tests;
- e) Produced Assessment Development Centres, using Personal Qualities and Attributes; and
- f) Issued a consultation document on leadership and development in the fire rescue service.

The project has largely achieved its objectives nationally and locally Shropshire's status against the eight component elements is summarised below:

<b>Component</b>	<b>Progress</b>
National Occupational Standards	Adopted and used extensively in firefighter development, progression and promotion activity at supervisory management level.
Vocational Qualifications	Offered across the Service in management levels 3 to 5, administration levels 3 and 4, and call handling at operations and supervisory level 3.
Assessment Development Centres (ADCs)	Regional working is in place and the first Initial Test of Potential has occurred in Shropshire with 25 people participating, including 2 conditioned to the Retained Duty System. Regional ADCs at supervisory level will be taking place during March and April 2006 and at middle manager level in September 2006.
Assessing Workplace Performance	Procedures are in place for the assessment of performance at Firefighter level and officers are currently developing a more user-friendly process, which can be rolled out to the Retained Duty System and Fire Control.
Development Programmes	Firefighter and management development programmes are embedded. A regional model for management development, for use following ADCs, has been produced and will be implemented, dependent on individual need, following the ADC process. A middle manager programme model will follow.
Personal Development Records	All staff are responsible for maintaining their own personal development records and an Individual Personal Development Review (IPDR) process is in place, which is being rolled out across the organisation.
Continuing Professional Development (CPD)	National guidance on this will be followed, when it is released. However, all qualified assessors and internal verifiers currently follow Awarding Body Guidelines to ensure appropriate levels of CPD.



Quality Assurance (QA)	QA procedures are in place through internal and external verification for the awards currently offered. Officers are exploring over-arching QA arrangements with external bodies, as required by the terms of the pay agreement.
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As a result of the national work the IPDS Hub was discontinued on 31 December 2005.

## 5 The Future

A recent ODPM circular (59-2005) designated the responsibility for establishing and maintaining an efficient and effective human resources management system to individual fire and rescue authorities, notwithstanding the need to introduce regional working.

In the response to the consultation, Shropshire, amongst others, requested that some parts of the IPDS, such as assessment tools, continue to be managed nationally. As a result ODPM has agreed to fund a small team until July 2006, based at the Fire Service College. This team will provide advice and guidance and will support the establishment of ongoing guardianship arrangements in any future Centre of Excellence.

## 6 Legal Comment

There are no legal implications arising directly out of this report.

## 7 Financial Implications

There are no immediate financial implications arising from this report.

## 8 Equality and Diversity Implications

There are no equality and diversity implications arising from this report.

## 9 Appendix

Timeline showing significant events in the history of IPDS

## 10 Background Papers

There are no background papers to this report.

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For further information regarding this report please contact Louise McKenzie, Assistant Chief Officer, on 01743 260280.



Timeline showing significant events in the history of IPDS

<b>1986</b>	<ul style="list-style-type: none"> <li>• Government established the National Council for Vocational Qualifications – (now the Qualifications and Curriculum Authority) to set up a comprehensive framework of vocational qualifications covering all occupations and industries and based on National Occupational Standards.</li> </ul>
<b>1991</b>	<ul style="list-style-type: none"> <li>• Gillender Street Fire London – Two firefighters lost their lives.</li> </ul>
<b>1992</b>	<ul style="list-style-type: none"> <li>• Health &amp; Safety Improvement Notice issued to a number of brigades requiring: <ul style="list-style-type: none"> <li>➤ The identification of performance standards</li> <li>➤ A way of measuring firefighters against those standards</li> </ul> </li> <li>• National Training Strategy Group (TSG) established to analyse the selection, training and development needs of the Service.</li> </ul>
<b>1994</b>	<ul style="list-style-type: none"> <li>• The TGS report published with 78 recommendations.</li> </ul>
<b>1995</b>	<ul style="list-style-type: none"> <li>• An Implementation Working Group (IWG) established to take forward the 78 recommendations. The IWG's work culminated in the development of the Integrated Personal Development System (IPDS).</li> </ul>
<b>2001</b>	<ul style="list-style-type: none"> <li>• Central Fire Brigades Advisory Council (CFBAC) approved the adoption of the IPDS as the national training strategy for the service.</li> <li>• The Integrated Personal Development Advisory Board (IPDAB) created to develop the components of IPDS.</li> </ul>
<b>2002</b>	<ul style="list-style-type: none"> <li>• Bain report recognised the need for improvements in HR and the value of the work already done on IPDS.</li> </ul>
<b>2002/03</b>	<ul style="list-style-type: none"> <li>• Nationwide industrial action by the FBU.</li> </ul>
<b>2003</b>	<ul style="list-style-type: none"> <li>• The White Paper, 'Our Fire and Rescue Service' stated that IPDS is the cornerstone of the Government's reform of the human resource management of the fire and rescue service.</li> </ul>
<b>2004</b>	<ul style="list-style-type: none"> <li>• ODPM provide around £4m to fund IPDS Project and the IPDS Hub.</li> <li>• The 6<sup>th</sup> edition Grey Book confirmed the requirement for staff to demonstrate competence against the rolemaps.</li> <li>• The first Fire and Rescue Service National Framework confirmed IPDS as a key element of the Government's strategy for the Service.</li> <li>• The FRS Act 2004 came into effect, repealing the Appointment and Promotion regulations.</li> </ul>
<b>2005</b>	<ul style="list-style-type: none"> <li>• The Comprehensive Performance Assessment (CPA) carried out by the Audit Commission revealed that no Fire Authorities performed strongly under the 'People' theme.</li> <li>• The NJC issued guidance about how FRAs should transfer people from rank to role and a code of practice about the assessment of people for pay purposes (movement from development to competent rates of pay).</li> <li>• In responding to the consultation on the National Learning and Development Strategy the Service makes it clear that they see a need for on-going national stewardship of some parts of IPDS.</li> <li>• IPDS project closes as planned with the Service now fully responsible for IPDS implementation. The IPDS Hub discontinued on 31<sup>st</sup> December 2005.</li> </ul>
<b>2006</b>	<p>ODPM funds a small interim team at the Fire Service College to provide IPDS support whilst discussions are held on a proposed Centre of Excellence.</p>