

ACTION PLAN PROGRESS REPORT

Improvement Outcome 1:

Members are able to make full, valuable contributions to key strategic issues facing the Authority.

Report Number : 22

Date: August 2007

Measured by:

Documented evidence of contributions

Responsibility: CFO Richard Bull
Cllr Gibson

Source	Actions We Will Take	How We Will Achieve It	Target Completion	Cost / Savings	Status	Comments / Milestones	Evidence
DoT	Implement a learning and development programme for Members	1.1 Identify and deliver appropriate training for Members (including risk management and finance)	Ongoing	£10,000 Cost	BAU	Programme for 2006/07 in place and progressing. 2007/08 programme reported in March 2007 and due again for review in January 2008.	Minute No 14 (i)
CA		Evaluate impact of Training and development	Completed	Nil	Ongoing	Reported to Authority 19 March 2007.	Minute No 14 (iii)
UoR	Carry out full Ethics Audit	Perform Audit	Sept 2007	Part of annual audit (already budgeted)	Complete	Audit complete 23/03/07. Evaluation progress report and action plan to Authority Sept 2007.	
SW	Improve Member Communications	Develop member Contact through enhanced liaison facilities	Sept 2007	To be determined		To be developed further as part of the Members Communication Strategy	
SW		Improve communications locally and within the Authority	Sept 2007	To be determined		To be developed further as part of the Members Communication Strategy	
		Drive down Authority information to local and ward level	Sept 2007	Resourced within current capacity	Ongoing	GIS overlays devolved to ward level to enable intelligence led targeting in order to improve member involvement in resolution of local issues.	
SW	Improve Authority Meeting agenda and structure	Review the style and clarity of reports including format and contents.	Nov 2007	Nil	Ongoing	Work in Progress. Interim report October / November 2007	

SW		Improve clarity of reporting around risk elements	Sept 2007			Work in Progress. Interim report April 2007	
DoT	Improve regional collaboration	Review Authority's role and function within RMB against defined outcomes	Sept 2007			RMB to review strategic direction of work streams and report back in Dec 2007.	

ACTION PLAN PROGRESS REPORT

Improvement Outcome 2:

The structure of the organisation supports delivery of the Service in the most effective way.

Measured by:

Increase in community engagement (including use of Community Fire Stations) and improvement in BVPIs

Report Number : 22

Date: August 2007

Responsibility: CFO Richard Bull
Cllr Bollands

Source	Actions We Will Take	How We Will Achieve It	Target Completion	Costs / Savings	Status	Comments / Milestones	Evidence
CA	Review organisational structure to improve service delivery	2.1 Implement outcome of review of restructure	Phased Implement from April 2007 (18 months)	Establish Review Cost £180,000 Single Status cost to be evaluated	In progress	Initial report to Authority September 2006. Specific principles agreed. Finalised structure and phased implementation agreed by Authority February 2007. Consideration of impact of single status / job evaluation due June / July 2007. Establishment Review 65% implemented within budget. Approval for revised Gold Command structure to include area managers. Approval for introduction of co-terminosity from April 2007.	Consideration by SMT October 2005 Action Point 13. Special SMT meetings 20/06/05, 30/09/05, 12/12/05, 27/02/06 Minute No 49 (i-v) refers
CA		Ensure the right managers are in the right place for the most effective delivery of service	Phased Implement from April 2007	Included in Review cost (above)	In progress	Station Manager Pilot ran Nov 2006 to March 2007. Report to SMT March 2007. Station Managers approved in principle, phased introduction from April 2007 - 50% appointed and in place.	Minute No 49 (i-v) refers
UoR	Develop Asset Management approach for non-PPP buildings	Introduce into future Asset Management Group meetings	Phased implementation from April 2007	£50,000 cost for report included in capital programme	In progress	Quarterly meetings ensure approach is introduced and reviewed. Report to Authority 23 July 2007. Building condition survey for non PFI buildings in progress - report due September / October. Property portfolio development plan approved July 2007 and being prioritised and included in the capital strategy.	Minutes of meetings

UoR 2.3	Further develop management approach for asset base	Develop and manage measures for asset management eg. energy consumption	March 2008		Commenced	Working with PriceWaterhouse Coopers to define objectives and timescales	
		Undertake benchmarking with comparable (non Fire) organisations	March 2008		Commenced	Training scheduled for July 2007 Internal steering group to be established in September 2007.	

ACTION PLAN PROGRESS REPORT

Improvement Outcome 3:

Managers feel empowered, show strong leadership in delivering the corporate message and take full responsibility for decision making in their areas of work.

Measured by:

Focus group with managers involved in pilot at Station Quebec and result of 2006 employee survey. Managers tighter control and spending contained within estimated budget headings.

Report Number : 22

Date: August 2007

Responsibility: ACO John Hindmarch
Cllr Boyes

Source	Actions We Will Take	How We Will Achieve It	Target Completion	Cost / Savings	Status	Comments / Milestones	Evidence
CA	Enhance overall management capacity through greater delegation of decision-making authority	Develop strategy to devolve budgets	Commence Review April 07 Complete April 2008	Not known at this time.	In progress	This has the potential to completely alter how budget management is undertaken within the Authority. Once the review is complete and following approval by the Authority an implementation plan will be developed and it is envisaged that a phased approach will be taken. Therefore devolved budgeting is likely to be finalised by March 2009.	Minute No 5 (Feb 2007)

ACTION PLAN PROGRESS REPORT

Improvement Outcome 4:

Internal and external stakeholders are engaged and fully informed. Service delivery and decision making takes into account their needs and views.

Report Number :

22

Date:

August 2007

Measured by:

Results of surveys and focus groups.

Responsibility:

DCO Iain Bathgate
Cllr Bell

Source	Actions We Will Take	How We Will Achieve It	Target Completion	Cost / Savings	Status	Comments / Milestones	Evidence
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CA	Improve internal communications mechanisms to support changes in the decision-making levels of the service and to enhance ability to meet the Authority's strategic objectives	4.1 Implement relevant findings of Communications review.	3 year strategy commencing April 2006	£39,000 cost (including £20k for training & £12k for staff survey) Funded from existing budgets	Ongoing	<p>Staff Communications Strategy 2006-2009 to Authority December 06. External Communications Strategy and Members Communications Strategy to follow in 2007/2008.</p> <p>The Staff Communications Strategy has a three-year action plan. Chairman and vice chairman are progressing Station Liaison meetings with questionnaire evaluation.</p> <p>Strategic Communications Group set up to oversee improvements in communications. First meeting held 31 October 2006. Also progress achieved regarding individual actions from the strategy include:</p> <ul style="list-style-type: none"> • SMT Listening Events programme • Team briefing pilot • Team briefing • Intranet • Gazette and Wildfire publications • Re-branded Chief Fire Officer's Bulletins • Bi-monthly Watch Managers Meetings • SMT meeting with line managers <p>Roll out of team briefing across the Service began in June 2007 following the evaluation of the pilot. All line managers were trained April-June 2007</p>	<p>Authority Paper Staff Communication Strategy 2006-2009 Evaluation questionnaires Visits programme</p> <p>Strategic Communication Group agenda, reports and minutes</p> <p>SMT Listening Events Evaluation/Progress Reports to SMT Nov 2006, Jan 2007 & May 2007</p> <p>SMT Team Briefing Progress Report January 2007 / pilot Report March 2007</p> <p>Team Talk June & August/Sept 2007 & feedback report</p> <p>Training records</p> <p>SMT Listening Events Evaluation Report June 2007</p> <p>Proposal for SMT meetings with line managers & questionnaires</p> <p>Chartered Institute of Public Relations Regional PRide Awards 2007 shortlist</p>
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	Actions We Will Take	How We Will Achieve It	Target Completion	Cost / Savings	Status	Comments / Milestones	Evidence
CA		Evaluate improvements through focus group consultation with staff as part of the Staff Communications Strategy.	Jan 08	Non incurred except staff time	Ongoing	<p>Ongoing adhoc evaluation of impact of Staff Communications Strategy.</p> <p>Questions from the 2005 Employee Survey included in evaluation of team briefing pilot.</p> <p>Focus groups with watches and departments took place in April and May, and questionnaire produced for SMT to further evaluate the SMT Listening Events. Focus groups took place in May to evaluate staff publications and the intranet. Staff magazine 'Wildfire' readership survey distributed in Spring 2007 edition</p> <p>Evaluating impact of Staff Communications Strategy through an Employee Survey in November 2007.</p> <p>Ongoing evaluation of individual actions within the Staff Communications Strategy.</p>	<p>SMT Listening Events Evaluation/Progress Reports to SMT November 2006 & January 2007</p> <p>SMT Evaluation of Team Briefing Pilot Report March 2007</p> <p>Focus group outlines.</p> <p>SMT Listening Events Evaluation Report June 2007.</p> <p>SMT questionnaire Wildfire readership survey Strategic Communication Group Agenda and Minutes</p> <p>SMT meeting with line managers – attendance list and questionnaire</p>

CA		Undertake 2006 Member survey	April 2007		Complete	<p>Survey complete awaiting analysis report received and panned report to Authority July 2007. Action plan to progress any identified improvement areas.</p> <p>Independent stakeholder (including Leaders of local authorities) market research taking place in summer 2007 to identify their perceptions of TWFRS and how we can improve this, if required. Results received and due to be presented to SMT</p>	<p>Survey results Survey outline and results</p> <p>Minute No 16 (July 2007)</p>
	Improve communications with Members and ward councillors	Ward Councillor Focus groups scheduled for October to December 2007.	December 2007			Invites sent August 2007 and programme being developed by Consultation steering group.	
		Brief all ward councillors regarding their local station's plans.	December 2007				

	Actions We Will Take	How We Will Achieve It	Target Completion	Cost / Savings	Status	Comments / Milestones	Evidence
CA		4.2 Undertake 2006 employee survey	Nov 2007	£12,000 cost for staff survey (see above) – existing budgets	Ongoing	<p>This will be replaced by ongoing adhoc evaluation of impact of a Staff Communications Strategy.</p> <p>Questions from the 2005 Employee Survey included in evaluation of team briefing pilot.</p> <p>Focus groups with watches and departments organised for April and May and questionnaire produced for SMT to further evaluate the SMT Listening Events. Focus groups organised in May to evaluate staff publications and the intranet. Staff magazine 'Wildfire' readership survey distributed in Spring 2007 edition</p> <p>A full employee survey will take place in November 2007</p>	<p>SMT Listening Events Evaluation/Progress Reports to SMT November 2006 & January 2007</p> <p>SMT Evaluation of Team Briefing Pilot Report March 2007</p> <p>SMT Listening Events Evaluation Report June 2007</p> <p>Focus groups outlines. SMT questionnaire Wildfire readership survey</p> <p>Strategic Communication Group Agenda and Minutes</p>

DoT	Enhance levels of external communication and consultation with the communities.	4.5 Liaise with all local authorities on a regular basis regarding consultation within the communities - through consultation groups.	Ongoing	£500 Cost existing budget		<p>Contact has been established with all Local Authorities and attendance / input to each strategy group agreed. Contact made with Sunderland Youth Parliament. Northumbria Police Authority Citizen Panel used for consultation on an ongoing basis.</p> <p>Public survey undertaken September 2006 and results received June 2007. Action plan to take forward any improvement areas.</p>	Consultation policy
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	Actions We Will Take	How We Will Achieve It	Target Completion	Cost / Savings	Status	Comments / Milestones	Evidence
DoT		4.6 Develop strategic approach for communications with community including hard to reach groups.	Mar 2007	£218,000 (external funding over 2 yrs £38,000 North Tyneside Council £180, 000 Gateshead Council)	Ongoing	Best Practise methods adopted and incorporated in Policy document. Policy and Progress report to SMT and Authority in December 06. Attendance of regional network cohesion group confirmed. 2.5 Community Advocates in place working with older people, posts funded by external grants. 3 proposed posts to be recruited to work with hard to reach groups based on proposals in draft IRMP.	Pre-campaign survey results presentation by Woodholmes Group. Fire Authority Papers February 2007 Marketing campaign brief. Delegation Report by Procurement Manager: Marketing Campaign Questionnaires for the public and businesses. Agenda & minutes of meetings & marketing brief
		4.3 Launch a marketing campaign to raise awareness amongst the public, businesses and key stakeholders of the non-firefighting role the Service provides	Mar 2008	£120,000 from existing budgets.	Ongoing	Pre-campaign research took place in April & May 07 with results feedback in June 2007. Marketing agency was appointed in May 2007. Campaign to start in mid June following pre-campaign research results. Six week TV advertising campaign began 6 August. Post campaign market research being carried out September 2007. Independent stakeholder market research taking place in summer 2007 to identify their perceptions of TWFRS and how we can improve this, if required. Marketing sub group established and marketing campaign brief agreed.	
		4.4 Lead on the multi-agency bonfire/firework marketing campaign to reduce deaths and injuries targeting a range of audiences including parents, 10-15 year olds and excluded children	November 2007	£40,000 from existing budgets, £9,000 external funding			

ACTION PLAN PROGRESS REPORT

Improvement Outcome 5:

Accurate and timely information is available at all levels within the organisation.
Employees are able to access services and information more quickly and effectively.

Report Number : 22

Date: August 2007

Measured by:

Employees more informed. Reduction of emails and telephone queries. Results of surveys and focus groups.

Responsibility: DCO Iain Bathgate
Cllr Ms Bell

	Actions We Will Take	How We Will Achieve It	Target Completion	Cost / Savings	Status	Comments / Milestones	Evidence
CA	Further develop the ICT network to support performance management and e-government	5.1 Launch of new Fire Safety system	March 2007	£55,375 from Capital for initial product (06/07). £8,850 from Capital for additional modules (06/07). £15,100 from Revenue for Mobile Working Module (06/07). £20,000 Capital – H/w (07/08). £9,000 Revenue – Maintenance (07/08).	Complete	The new Fire Safety system has been identified and an order raised. Discussions are complete regarding installation process. Training concluded in March. Additional modules purchased – gazetteer integration, fire setters, eFire platinum connection and mobile working. Installation completed in March and platinum level integration with the national eFire Website attained. £20,000 in 07/08 capital budget for tablet PC's to expand the use of mobile working module. Dell have identified they will enter the tablet PC market in November and have offered TWFRS a model for evaluation.	

	Actions We Will Take	How We Will Achieve It	Target Completion	Cost / Savings	Status	Comments / Milestones	Evidence
CA		Implement VPN Access solution	December 2007	£11,000 – H/w (06/07). £15,000 Capital – Laptops £11,000 Capital – Blackberries	Ongoing	<p>Access to the intranet (or any other TWFRS hosted system) will not be permitted from any external location until the VPN access solution is implemented in Q1/2007. Full secure access into the network will be permitted from service laptops only in conjunction with secure ID tokens. External access to e-mail is now available via www.twfire.gov.uk/webmail. Engineer time has been purchased from an external company to scope and assist in the implementation of this project. Install report compiled and appropriate kit configured off site by supplier.</p> <p>Target completion date has slipped due to higher priority of other projects – this is still the situation in August. The mobile working project was approved by the ICT steering group in August and all users involved in the year long pilot will gain access by December 2007.</p>	ICT Strategy ICT Steering Group

	Actions We Will Take	How We Will Achieve It	Target Completion	Cost / Savings	Status	Comments / Milestones	Evidence
DoT		5.3 Further enhance Document Management	Jan 07 (phase 2) Feb 08 (revised)	£60,150 from Capital (06/07). £31,500 Capital – H/w and Licences (07/08). £5,000 Revenue – Additional Scanning (07/08). £9,450 Revenue – Maintenance (07/08). Order raised and Goods Receipted.	Phase 2 Complete Currently assessing future requirements	<p>Dual approach adopted regarding Document Management as follows: All 'static' documents (such as personal information) stored on the ADOS system whilst all 'dynamic' documents (such as SOPs) located on the intranet. Both systems have full document management functionality.</p> <p>Phase 2 Document Management commenced Q3/2006 and internal scanning via two scan stations and update of documents electronically direct from desktop PCs is underway in HR and Business Services. Additional concurrent licences have also been ordered to further expand this throughout SHQ.</p> <p>ICT currently investigating possibility of upgrading selected photocopiers with the e-copy facility. This would allow photocopiers to scan documents that can then be indexed into ADOS or e-mailed to the appropriate person. Any action is likely to be taken at photocopier contract renewal time.</p> <p>In addition, the requirement for further scan stations across the service is currently being assessed (£31,500 in 07/08 capital budget to provide hardware and licences). £5,000 is available in 07/08 revenue budget to scan any remaining backlog.</p>	

ACTION PLAN PROGRESS REPORT

Improvement Outcome 6:

All partnerships are relevant, attended by the appropriate person(s) and support the Authority's vision.

Measured by:

Partnership procedure embedded, focus groups with partners, all existing partnerships support vision.

Report Number : 22

Date: August 2007

Responsibility: ACO Dave Simpson
Cllr Gibson

Source	Actions We Will Take	How We Will Achieve It	Target Completion	Cost / Savings	Status	Comments / Milestones	Evidence
CA	Embed the Partnership policy and undertake a review to establish it's impact	6.1 Establish Local Area Agreements	Jan 2009	£100k has been allocated to TWFRS as pump priming money to finance anti social fires in North Tyneside (3 yrs)	Ongoing	The authority is firmly embedded into the Newcastle and North Tyneside LAA with outcomes that relates directly to the Service. We are redoubling our efforts in South Tyneside, Gateshead and Sunderland. An officer has been seconded to Sunderland Safer Communities Department to improve joint working and to improve understanding of LAA and the processes involved. LAA training to be provided to all District Managers	Newcastle L.A.A. North Tyneside LAA Secondment LAA Training
		Project Team to formulate Authority partnership agenda	June 2007	Nil	Complete	Partnership Policy and Guidance re-written and has been launched.	Action Plan Partnership Policy
OA	Seek to further develop relationships with all LSPs	Raise profile of the Fire Service and highlight possible opportunities for joint working	Apr 2008	Nil	Ongoing	The Authority is represented on South Tyneside and Sunderland's LSP and has recently been invited to sit on Gateshead's LSP. An officer has been seconded to Sunderland Safer Communities Department to improve joint working.	LSP minutes Secondment agreement

	Actions We Will Take	How We Will Achieve It	Target Completion	Cost / Savings	Status	Comments / Milestones	Evidence
CA		6.2 Provide partners and community with newsletter communicating new initiatives that the Authority has introduced	Nov 2007	£200	Ongoing	Following a number of discussions it has been decided to wait until the marketing campaign has been commissioned and use the material from that to inform our partners	Marketing Campaign
OA	Further develop information sharing processes to underpin decision making and action	Review method of sharing LFS risk information in the light of RRO implementation	April 2007	Nil	Complete	LFS inspections now collect comprehensive risk information which will be captured electronically with the new FS data system. This system is now installed, data collected since Oct 06 now being input This information will then be available in electronic format to inform the FSEC model.	FSEC model populated with building risk data
OA		6.3 Benchmark against selected FRS and partners	Sept 2007	£1,000		We intend to benchmark against other FRS in the region and Nationally. Benchmarking training has been carried out. A peer review with GMC has been arranged for September.	Comparison of other FRS policies and procedures
OA		Implement revised procedures	Jan 2008	Nil		New policy will be written once comparison is complete and lessons have been learned from the risk information initiative	New policy
OA		Watch based training reviewed and revised	Mar 2008	Nil		The new system has been successfully piloted at Stn T and following fine tuning will be implemented Service wide.	New Procedure
OA		Monitor and review	April 2008	Nil		A full review will be undertaken before April 2008	Results of the review

ACTION PLAN PROGRESS REPORT

Improvement Outcome 7:

Projects and initiatives are prioritised and budgeted for. At all levels in the organisation Managers use accurate up to date information on performance of services to effectively manage and hence improve performance

Measured by:

Result of surveys, linkage of strategic plan and budget, improvement in all performance areas.

Report Number : 22

Date: August 2007

Responsibility: CFO Richard Bull
Cllr Carthy

Source	Actions We Will Take	How We Will Achieve It	Target Completion	Cost / Savings	Status	Comments / Milestones	Evidence
UoR	Financial resources are soundly based and designed to deliver strategic priorities.	Develop framework that demonstrates how financial plans link to corporate objectives	Pilot April 2008	To be determined	Ongoing	Report to be considered for pilot of specific functions - August / September 2007	

ACTION PLAN PROGRESS REPORT

Improvement Outcome 8:

The Authority's services provide Value for Money.

Measured by:

Result of Value for Money Audit.

Report Number : 22

Date: August 2007

Responsibility: CFO Richard Bull
Finance Officer
Cllr Mrs Forbes

Source	Actions We Will Take	How We Will Achieve It	Target Completion	Cost / Savings	Status	Comments / Milestones	Evidence
UoR 1.2	Increase external accountability.	Undertake consultation activities to establish community need regarding annual report	June 2007		Complete	Research and consultation undertaken as part of the Strategic Plan citizen panel consultation.	
UoR		Produce an annual report that meets the needs of the community	Oct 2007	Not yet established	Ongoing	Audit Commission guidance received re content	
UoR 5.1		8.1 Develop more challenging framework to analyse costs and service quality	April 2008	£6,000	Ongoing	Joined Met FRA benchmarking group led by CIPFA	
UoR 2.2	Manage performance against budgets	8.2 Restructure Finance department to resource improvement	Nov 2007	£70K pa within existing budget		2 posts agreed to support budget monitoring, one post appointed the other to follow.	

UoR 2.2		Introduce a traffic light reporting system to focus attention on volatile budgets and variances	Oct 2007	Nil	Complete	Commenced for internal SMT reports - will continue to refine. Working with Sunderland for Authority reports.	SMT Reports
UoR 2.2		8.3 Continue to develop and deliver staff and member training on financial management		£2300 from L&D budget 06/07 for managers other course internal therefore no cost		Training is ongoing for members Budget Manager training ad hoc combined with budget monitoring process	
UoR 2.2		Consider scope to extend budget delegation arrangements to area / station level	April 2008			Dependant upon resourcing - recruitment of additional staff in Finance department	
UoR	Establish clear savings targets to monitor value for money through procurement and asset management	Identify measurables. Establish baseline costs, set efficiency targets and monitor progress.	April 2008			All budget holders to achieve 3% efficiency savings on revenue budget, year on year.	
UoR	The Authority manages its spending within the available resources	Identify and report on the costs and benefits of maintaining current / proposed levels of balances and reserves.	Sept 2007			MTFS to be submitted to Authority in September 2007	Minute no 5 refers
UoR		Improve member engagement in financial planning processes, such that challenging financial targets can be set which are member led.	Oct 2007			Member workshops as part of Policy Advisory Committee	
		Further development of MTFS	Oct 2007			MTFS requires update following comprehensive spending review	

ACTION PLAN PROGRESS REPORT

Improvement Outcome 9:

The workforce is fully developed so as to improve the level and application of skills, to achieve greater success for individuals and the organisation.

Measured by:

Result of PDP process and development of organisational succession plan.

Report Number : 22

Date: August 2007

Responsibility: ACO John Hindmarch
Cllr Anglin

Source	Actions We Will Take	How We Will Achieve It	Target Completion	Cost / Savings	Status	Comments / Milestones	Evidence
CA	Progress IPDS and rank to role	9.1 Develop and pilot performance review process to monitor individual's performance	Mar 2008	Within current budgetary headings £600 liP Diagnostic	Ongoing	IPDS working in partnership with Corporate Development are piloting a scheme focussed on corporate staff and at Washington Community Fire Station focussed on operational staff. The pilot highlighted some areas for improvement and is now being extended to cover further stations. The outcomes are expected by March 2008. In addition, we have completed a diagnostic with regard to Investors in People (IIP) which also clearly demonstrates the progress made in organisational development whilst also supporting the need to drive performance to individual levels.	SMT paper June 2007
CA		9.2 Act upon findings of pilot	Mar 2008	Within current budgetary headings £5,000 Full liP Review	Ongoing	Following initial results of pilot this has now been extended to include more stations to give a better overall view. Plans are progressing to undergo a complete liP review which will further underpin the Authority's committee to their employees. The audit is expected to be completed in November 2007.	SMT paper June 2007

ACTION PLAN PROGRESS REPORT

Improvement Outcome 10:

Equality and diversity is promoted internally and externally to increase awareness throughout the Service and to create a workforce that reflects the community we serve.

Report Number : 22

Date: August 2007

Measured by:

Increase in number of female firefighters. Increase in BV11a and BV11b.

Responsibility: ACO John Hindmarch
Cllr Cooney

Source	Actions We Will Take	How We Will Achieve It	Target Completion	Cost / Savings	Status	Comments / Milestones	Evidence
CA	Broaden the diversity of the workforce	Review of Diversity of the workforce	April 2008		Ongoing	<p>A full review of the establishment scheme, which includes a rationale for determining sector competence requirements of all posts has now been completed. The re-structure has been approved by the Authority and implementation has commenced. This has already resulted in an increase in the number of females being appointed to 'Grey Book' posts.</p> <p>In addition, the Authority has developed a recruitment protocol to effectively target under-represented groups, provide relevant positive action initiatives and increase access to community facilities to the public of Tyne and Wear.</p> <p>The Authority, in July 2007, considered and agreed to set up a 'task and finish' working party to further explore and recommend ways of increasing the numbers of under-represented groups to apply for positions within the Authority and also to ensure their retention and progression.</p> <p>Regional Diversity Advisor recruited in August 2007.</p>	Fire Authority Paper & minutes of meetings

	Actions We Will Take	How We Will Achieve It	Target Completion	Cost / Savings	Status	Comments / Milestones	Evidence
DoT		10.1 Undertake Performance Pact project aimed at increase women / BME recruitment	March 2008		Commenced	Working with PriceWaterhouse Coopers to define exact objectives and timescales. Launch scheduled for 10/09/07	
DoT		10.2 Achieve level 3 Equality Standard for Local Government	March 2008	Cost £17,000		Full Audit scheduled for end 2007. The Authority has undertaken an Ethic Audit which covers areas of corporate governance and codes of conduct the results of which are due to be presented to the Authority in October 2007.	

CA	Raise the profile of diversity and equality	Through the Regional Diversity Group, a risk-Based Action Plan based on Regional Diversity Strategy has been developed and approved.	April 2008	Within existing budgetary headings	Ongoing	<p>The Regional Equality & Diversity Group is actively working towards increasing awareness of equality and diversity, providing a focal point in this Authority in addition to the Equality and Diversity Officer. Regional diversity Group is chaired by the Chairman of the Authority.</p> <p>The Fairness at Work Committee has been further enhanced by additional corporate staff to engender equality and diversity into all aspects of the workplace. The Committee is actively supported by all representative bodies recognised by the Authority.</p> <p>A local positive action plan has been developed and implemented which has established an annual events programme to encourage greater attraction for all under-represented sectors of the community.</p> <p>CLG are to produce a national Diversity and Equality Strategy to further assist authorities to increase representation of minority groups within their workforce. In addition, revised targets and target methodologies are to be produced by CLG and it is understood that these will be based upon the working population.</p>	<p>Local diversity strategy</p> <p>Fairness at Work Committee minutes and papers</p>
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	Actions We Will Take	How We Will Achieve It	Target Completion	Cost / Savings	Status	Comments / Milestones	Evidence
CA	Increase awareness at station/department level	Undertake audit to determine any issues re culture, management and job satisfaction	April 2007	£8,000 cost	Complete	The national cultural Audit was released Authority-wide in April 2007. A 37% return rate has been achieved and the final results are anticipated in July 2007.	Cultural Audit
CA		Develop and address Action Plan from results of Cultural Audit	Dec 2007	Not quantifiable at this time	Not yet commenced	High impact core values are being embedded within the Service and are visually apparent in all premises An action plan will be formulated on completion of the Audit after July 2007.	Core Values and Strategic Plan