

CPA Improvement Plan

This CPA Improvement plan is updated on a monthly basis by the responsible Officers following discussion with their respective responsible Members.

The CPA Improvement Plan is then reviewed on a quarterly basis by the CPA Programme Board which involves all responsible Officers, Chairman of the Authority, the Corporate Development Manager and the Development and Review Manager.

Following review by the Programme Board, progress against the plan is reported the next scheduled meeting of the full Authority. Any completed actions are then removed from the document.

New actions are added to the CPA Improvement Plan following each Audit visit based upon areas that require strengthening. This document contains actions arising from various audits since the commencement of CPA, and are referenced as follows in the first column of the action plan to enable differentiation of origin:

| Code | Audit | Date |
|-------------|--|--------------------------------------|
| CA | Corporate Assessment | March 2005 |
| DoT | Direction of Travel (Pilot) | July 2006 July 2007 |
| UoR | Use of Resources | October 2006 October 2007 |
| OA | Operation Assurance (Self Assessment) | August 2006 |
| SW | Members Scrutiny Workshop | March 2007 |

CPA ACTION PLAN PROGRESS REPORT

Improvement Outcome 1:

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

Measured by:

Documented evidence of contributions

Report Number : 28

Date: February 2008

Accountability: Chief Fire Officer
Cllr Gibson

Responsibility: AM HR, L&D

| Source | Actions We Will Take | How We Will Achieve It | Target Completion | Cost / Savings | Status | Comments / Milestones | Evidence |
|------------------|--|---|-------------------|---|----------|--|--|
| 1 DoT 2006 | 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 | An ongoing training plan will be annually reviewed with the most up to date version due to be reported to Authority in March 2008. | Minute No 14 (i) |
| 2 CA 2005 | | Evaluate impact of Training and development | Completed | Nil | BAU | Reported regularly to Authority. | Minute No 14 (iii) |
| 3 UoR 2006 | 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 Governance Committee Sept 2007. | Minute No 13 (i) - (ii) |
| 4 SW 2007 | Improve Member Communications | Develop member Contact through enhanced liaison facilities | Sept 2007 | To be determined | BAU | Initial contact made, station liaison meetings arranged and ward councillor seminars held | Minute No 58 (i) - (ii) |
| 5 SW 2007 | | Improve communications locally and within the Authority | Sept 2007 | To be determined | BAU | Incorporated as part of the Members Communication Strategy | |
| 6 SW 2007 | | Drive down Authority information to local and ward level | Sept 2007 | Resourced within current capacity | BAU | GIS overlays devolved to ward level to enable member involvement in issue resolution. Action now incorporated into station plans. | Ward Councillor Seminars and station plans |

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|-----------------|--|--|-----------|--|--|---|--|
| 7 SW 2007 | Improve Authority Meeting agenda and structure | Improve clarity of reporting around risk elements | July 2008 | | | Risk Assessment template completed, process now being piloted. | |
|-----------------|--|--|-----------|--|--|---|--|

CPA 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 :

28

Date:

February 2008

Accountability:

T/ACO Strategic
Planning & Comms

Responsibility:

Cllr Bollands
AM Corporate Support

| Source | Actions We Will Take | How We Will Achieve It | Target Completion | Costs / Savings | Status | Comments / Milestones | Evidence |
|-----------------|---|---|--|--|----------|---|---|
| 1 CA 2005 | 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 | Complete | 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. progress review in Nov 2007. Plan agreed for Jan - March 2008. Establishment Review 80% 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 |
| 2 CA 2005 | | 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) | Complete | Station Manager Pilot ran Nov 2006 to March 2007. Report to SMT March 2007. Station Managers approved in principle, phased introduction from April 2007 - 100% appointed by November 2007. | Minute No 49 (i-v) refers |

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|--------------------------|---|---|---------------------------------------|---|-------------|---|--------------------------|
| 3 UoR 2006 | 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 | <p>Quarterly meetings ensure approach is introduced and reviewed. Report to Authority 23 July 2007.</p> <p>Building condition surveys now complete for non pfi locations, internal estates dept now reviewing information</p> <p>AMG now fully utilised and undergoing 2nd review with regard to enhancing their terms of reference, will fully encompass all capital spend which essentially enhances our 'assets' Property portfolio development plan approved July 2007 and being prioritised and included in the capital strategy.</p> <p>1st new AMG meeting 25th April, All attending already informed of changes and discussed at OMT (8/4/08)</p> | Minutes No 34 (i) - (iv) |
| 4 UoR 2006 2007 | Further develop management approach for asset base | Develop and manage measures for asset management eg. energy consumption | March 2008 July 2008 | | Commenced | <p>Working with PriceWaterhouse Coopers to define objectives and timescales. PWC work now complete, full project launch and communications plan in place, presently working with Energy Saving Trust</p> <p>Dedicated project on energy efficiency started, energy consumption reduction targets to be set from April 2008 onwards.</p> <p>Further implementation plan for asset management approach to be completed July 2008</p> <p>Project Manager for 'Energy' project now in place.</p> <p>Energy Saving Trust still continuing with station presentations. Project plan to be in place for July. Building Management system (allows us to monitor and reduce energy use) in at Birtley Community Fire Station, other stations to follow this financial year. Carbon footprint identified for non pfi locations, pfi to follow by July. All locations being monitored for energy use as part of project.</p> | |

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|------------------|--|---|---------------|--|-----------|--|--|
| 5 UoR 2006 | | Undertake benchmarking with comparable (non Fire) organisations | Ongoing | | Ongoing | Head of Estates is part of the Emergency Services regional Estates Group who are to examine this in more detail. | |
| 6 UoR 2007 | | Complete current round of stock condition surveys (and assess backlog) and assess the scope to develop whole life costing | December 2008 | | Commenced | Stock condition surveys done, (as 3 above), work in progress, the costs identified within the reports will be built into our future budgeting process and reported to AMG, will become integral part of our budget setting process. Capital long term programme (already in place) will be reviewed using the reports. | |

CPA 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.

Report Number : 28
Date: February 2008

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.

Accountability: Deputy Chief Officer
 Cllr Bell

| Source | Actions We Will Take | How We Will Achieve It | Target Completion | Cost / Savings | Status | Comments / Milestones | Evidence |
|-----------------|---|-------------------------------------|--------------------------|-------------------------|-------------|--|------------------------|
| 1 CA 2005 | Enhance overall management capacity through greater delegation of decision-making authority | Develop strategy to devolve budgets | Commence Review April 08 | 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 consideration 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 implemented on a rolling programme from by April 2009. | Minute No 5 (Feb 2007) |

CPA 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.

Measured by:

Results of surveys and focus groups.

Report Number :

28

Date:

February 2008

Accountability:

AM Strategic Planning
Cllr Gibson

Responsibility:

Corporate Communications
Manager

| Source | Actions We Will Take | How We Will Achieve It | Target Completion | Cost / Savings | Status | Comments / Milestones | Evidence |
|-----------------|--|--|-------------------|--|-----------|---|--|
| 1 CA 2005 | 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 | 4.2 Introduce a broader range of communication channels Undertake 2007 employee survey | Ongoing | £12,000 cost for staff survey (see above) – existing budgets | On target | This was replaced by ongoing adhoc evaluation of impact of a Staff Communications Strategy. Questions from the 2005 Employee Survey included in evaluation of team briefing pilot. 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 Employee Survey 2007 being issued to all staff w/c 26 November 2007. Results expected March 2008. Report to go to SMT in May 2008. | SMT Listening Events Evaluation/Progress Reports to SMT November 2006 & January 2007 SMT Evaluation of Team Briefing Pilot Report March 2007 Focus groups outlines. SMT questionnaire Wildfire readership survey Strategic Communication Group Agenda and Minutes Employee Survey 2007 |

| Source | Actions We Will Take | How We Will Achieve It | Target Completion | Cost / Savings | Status | Comments / Milestones | Evidence |
|------------------|---|--|-------------------|---------------------------------|---------|---|---------------------|
| 2 DoT 2006 | 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 | Ongoing | <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>Currently investigating access to Independent Advisory Groups (IAGs) which are local citizen panels representing each strand of diversity.</p> <p>Public survey undertaken September 2006 and results received June 2007. Action plan to take forward any improvement areas.</p> <p>External Communications Strategy currently being drafted and consulted upon.</p> <p>Members' Communications Strategy currently being drafted</p> | Consultation policy |

| | Actions We Will Take | How We Will Achieve It | Target Completion | Cost / Savings | Status | Comments / Milestones | Evidence |
|--|----------------------|------------------------|-------------------|----------------|--------|-----------------------|----------|
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|------------------|--|---|-----------|--|-----------|---|--|
| 3 DoT 2006 | | 4.6 Develop strategic approach for communications with community including hard to reach groups. | June 2008 | £218,000 (external funding over 2 yrs £38,000 North Tyneside Council £180, 000 Gateshead Council) | Completed | <p>Best Practise methods adopted and incorporated in Policy document. Policy and Progress report to SMT and Authority in December 06.</p> <p>Attendance of regional network cohesion group confirmed.</p> <p>External funding secured for 2.5 Community Advocates posts working with older people. 3 posts have been recruited to work with hard to reach groups based on proposals in draft IRMP.</p> <p>Community Engagement Strategy currently at draft.</p> | |
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CPA 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.

Measured by:

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

Report Number : 28
Date: February 2008

Accountability: AM Strategic Planning
Cllr Renton

Responsibility: ICT Manager

| | Actions We Will Take | How We Will Achieve It | Target Completion | Cost / Savings | Status | Comments / Milestones | Evidence |
|-----------------|--|---|-------------------|--|----------|---|----------|
| 1 CA 2005 | 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. TWFRS have purchased an HP model (£1,179 - Revenue) to evaluate alongside a Dell (£1,244 – Revenue). These have been installed at SDHQ for assessment and once the preferred hardware is identified ICT will look to procure the required quantities. | |

| | Actions We Will Take | How We Will Achieve It | Target Completion | Cost / Savings | Status | Comments / Milestones | Evidence |
|-----------------|----------------------|-------------------------------|-------------------|---|---------|--|--|
| 2 CA 2005 | | Implement VPN Access solution | April 2008 | £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 Q1/2008. Full secure access into the network will be permitted from service laptops only in conjunction with smart cards. External access to e-mail is currently available via www.twfire.gov.uk/webmail.</p> <p>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>Mobile working project was approved by the ICT steering group in August and all users involved in the year long pilot will hopefully gain full access from March 2008.</p> <p>New laptops with GSM modems are now with ICT at a cost of £14,965 (Capital) – these will replace current SMT laptops in March. All Blackberry devices for the initial mobile working pilot have been issued to users as appropriate – initial purchase cost £8,234 (Capital).</p> | ICT Strategy ICT Steering Group |

| | Actions We Will Take | How We Will Achieve It | Target Completion | Cost / Savings | Status | Comments / Milestones | Evidence |
|------------------|----------------------|---|--|---|--|--|----------|
| 3 DoT 2006 | | 5.3 Further enhance Document Management | Jan 07 (phase 2) April 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 require- ments | <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 purchased 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>The requirement for an additional scan station in Business Services has been identified and this has been purchased (£4,413 - Capital) and installed. 2008/09 requirements are yet to be clarified as it is intended to monitor the usage of the current facilities. The outstanding order to scan the backlog of documents has now been completed (£4,068 - Revenue).</p> | |

CPA 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 : 28

Date: February 2008

Accountability: Assistant Chief Officer
Cllr Huscroft

| Source | Actions We Will Take | How We Will Achieve It | Target Completion | Cost / Savings | Status | Comments / Milestones | Evidence |
|-----------------|--|--|-------------------|---|----------|--|--|
| 1 CA 2005 | Embed the Partnership policy and undertake a review to establish it's impact | 6.1 Establish Local Area Agreements | Ongoing | £100k has been allocated to TWFRS as pump priming money to reduce 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 returned from secondment to Sunderland Safer Communities Department to improve joint working and to improve understanding of LAA and the processes involved. A report is currently being written to examine this secondment. LAA training has been provided to all District Managers | Newcastle L.A.A. North Tyneside LAA Secondment LAA Training |
| 2 CA 2005 | | 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 |
| 3 OA 2006 | Seek to further develop relationships with all LSPs | Raise profile of the Fire Service and highlight possible opportunities for joint working | Ongoing | Nil | Ongoing | The Authority is represented on South Tyneside and Sunderland's LSP and has taken up its position on Gateshead's LSP. | LSP minutes Secondment agreement |

| | Actions We Will Take | How We Will Achieve It | Target Completion | Cost / Savings | Status | Comments / Milestones | Evidence |
|-----------------|--|---|-------------------|----------------|-----------|--|---|
| 4 CA 2005 | | 6.2 Provide partners and community with newsletter communicating new initiatives that the Authority has introduced | Nov 2007 | Nil | Cancelled | Following the feedback from the marketing campaign a decision has been made not to proceed with the newsletter as it is thought that there would be more effective ways of getting our message across such as through improved communication with ward councillors | Marketing Campaign |
| 5 OA 2006 | 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 |
| 6 OA 2006 | | 6.3 Benchmark against selected FRS and partners | June 2008 | £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 but has been delayed due to difficulties within GMC. | Comparison of other FRS policies and procedures |
| 7 OA 2006 | | Implement revised procedures | June 2008 | Nil | Complete | New policy has been written and has been implemented. | New policy |
| 8 OA 2006 | | Watch based training reviewed and revised | Mar 2008 | Nil | Complete | The new system has been successfully piloted at Stn T and following fine tuning has been implemented Service wide. | New Procedure |
| 9 OA 2006 | | Monitor and review | April 2008 | Nil | | A full review will be undertaken before April 2008 | Results of the review |

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| 2 DoT 2007 | Review and implement initiatives to reduce the number of accidental dwelling fires. | Implement recommendations from Audit Commission review of data quality and accidental fires. | April 2008 | Nil | | Implement in line with targeted action plan detailed in Audit Commission report. | Reduction in accidental dwelling fires Revised reporting procedure |
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CPA 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 : 28
Date: February 2008

Accountability: Chief Fire Officer
 Cllr Bollands
Responsibility: Finance Manager

| Source | Actions We Will Take | How We Will Achieve It | Target Completion | Cost / Savings | Status | Comments / Milestones | Evidence |
|------------------|---|--|-------------------|----------------|--------|--|-----------------------|
| 1 UoR 2006 | Financial resources are soundly based and designed to deliver strategic priorities. | Develop framework that demonstrates how financial plans link to corporate objectives | April 2008 | | BAU | Delivered and demonstrated by MTFS and VFM Framework both of which are regularly reviewed. | MTFS VFM Framework |

CPA ACTION PLAN PROGRESS REPORT

Improvement Outcome 8:

The Authority's services provide Value for Money.

Report Number : 28

Date: February 2008

Measured by:

Result of Value for Money Audit.

Accountability: Chief Fire Officer

Cllr Cooney

Responsibility: Finance Manager

| Source | Actions We Will Take | How We Will Achieve It | Target Completion | Cost / Savings | Status | Comments / Milestones | Evidence |
|------------------|------------------------------------|---|-------------------|--------------------------------|----------|--|----------|
| 1 UoR 2006 | 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. | |
| 2 UoR 2006 | | Produce an annual report that meets the needs of the community | Oct 2007 | | Complete | Report published in line with Audit Commission guidance, available on intranet and internet October 2007. Report to Authority November 2007. | |
| 3 UoR 2006 | | 8.1 Develop more challenging framework to analyse costs and service quality | December 2008 | | Ongoing | A comparison report from CIPFA has been commissioned through the North East Improvement Partnership. This work is being progressed through the Mets group and joint working with South and West Yorkshire FRSSs. | |
| 4 UoR 2006 | Manage performance against budgets | 8.2 Restructure Finance department to resource improvement | Nov 2007 | £70K pa within existing budget | Complete | Restructure undertaken | |

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| 5 UoR 2006 | | 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 |
| 6 UoR 2006 | | 8.3 Continue to develop and deliver staff and member training on financial management | Ongoing | | B A U | Training is ongoing for members Budget Manager training ad hoc combined with budget monitoring process | |
| 7 UoR 2006 | | Consider scope to extend budget delegation arrangement to area / station level | April 2009 | | In Progress | A budget delegation implementation plan will be developed and it is envisaged that a phased approach will be taken. Therefore devolved budgeting is likely to be implemented on a rolling programme from by April 2009. | |
| 8 UoR 2006 | 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 | | In Progress | All budget holders have set 3% efficiency savings on delegated revenue budget for 2008/2009. | |
| 8 UoR 2006 | 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. | Ongoing | | Complete | MTFS was submitted to Authority in September 2007 Complete | Minute no 5 refers |
| 9 UoR 2006 | | Improve member engagement in financial planning processes, such that challenging financial targets can be set which are member led. | Ongoing | | Complete | Member workshops as part of Policy Advisory Committee | |

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| 10 UoR 2006 | | Further development of MTFS | Ongoing | | Complete | MTFS requires update following comprehensive spending review, October 2007 budget report to Authority December 2007. Further updated February 2008 and reported to Fire Authority. Item 5 Appendix D | |
| 11 UoR 2007 | Demonstrate efficiency savings through VFM Reviews | Revise VFM Review Framework | April 2008 | | In Progress | Pilot VFM Review of cleaning complete. Lessons learned will be collated and inform changes to the framework. | |
| 12 UoR 2007 | | Implement a programme for future VFM reviews | June 2008 | | In Progress | Programme agreed by Authority and detailed in the Strategic Community Safety Plan. | |

Note: Audit Commission recommendations to increase scope and pace of change at a regional level to identify further savings relating to areas including procurement and HR delivery are to be progressed and monitored via the RMB.

CPA 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.

Report Number : 28
Date: February 2008

Measured by:

Result of PDP process and development of organisational succession plan.

Accountability: Deputy Chief Officer
 Cllr Renton

| Source | Actions We Will Take | How We Will Achieve It | Target Completion | Cost / Savings | Status | Comments / Milestones | Evidence |
|-----------------|--------------------------------|---|-------------------------|-----------------------------------|----------|--|---------------------|
| 1 CA 2005 | Progress IPDS and rank to role | 9.1 Develop and pilot performance review process to monitor individual's performance | First Phase Mar 2008 | Within current budgetary headings | Complete | 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 June 2008. | SMT paper June 2007 |

CPA 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 : 28
Date: February 2008

Accountability: Deputy Chief Officer
 Cllr Cooney

Measured by:

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

| Source | Actions We Will Take | How We Will Achieve It | Target Completion | Cost / Savings | Status | Comments / Milestones | Evidence |
|------------------------------------|--|--------------------------------------|-------------------|----------------|----------|---|--|
| 1 CA 2005 DoT 2007 | Broaden the diversity of the workforce | Review of Diversity of the workforce | Ongoing | | Complete | <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 now been completed. 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>Regional Diversity Advisor recruited in August 2007.</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> | 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 increasing applications from women / BME | June 2008 | | Commenced | Working with PriceWaterhouse Coopers to define exact objectives and timescales. | |
| DoT | | 10.2 Achieve level 3 Equality Standard for Local Government | March 2008 | Cost £7,000 | Complete | <p>After a comprehensive audit process the Authority was assessed as working at Level Tee of the Equality Standard fro Local Government – a great achievement.</p> <p>The Authority has undertaken an Ethical Audit which covers areas of corporate governance and codes of conduct the results of which were presented to the Authority in September 2007.</p> | Report and papers to the Authority |

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| 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 Equality and Diversity 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 community engagement 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 have just released a national Diversity and Equality Strategy for consultation to further assist authorities to increase representation of minority groups within their workforce. In addition, revised targets and target methodologies have been incorporated into the National Framework consultation, responses by early February 2008.</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 were presented to the SMT in December 2007. | Cultural Audit |
| CA | | Develop and address Action Plan from results of Cultural Audit | Dec 2007 | Not quantifiable at this time | Ongoing | High impact core values are being embedded within the Service and are visually apparent in all premises In terms of the cultural audit there was only one area of concern and that was with regard to encouraging under-represented groups to consider the organisation. This is being addressed. | Core Values and Strategic Plan |