

ACTION PLAN PROGRESS REPORT

Improvement Outcome 1:

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

Report Number : 17

Date: March 2007

Measured by:

Documented evidence of contributions

Responsibility: CFO Richard Bull
Cllr Gibson

	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	Identify and deliver appropriate training for Members	Ongoing	£10,000 Cost	BAU	Programme for 2006/07 in place and progressing. 2007/08 programme to be reported in March 2007.	
CA		Evaluate impact of Training and development	Completed	Nil	Ongoing	Reported to Authority 19 March 2007.	
CA		Involve Members in Risk Management	March 2007	Nil	Complete	The Corporate Risk Management Group is now chaired by the Chairman of the Authority who has been formally trained in risk management. Risk Management is also included in the Member development programme. Regular risk reports and Corporate Risk Profile policy review approved by Authority in January 2007. Full review and update of risk profile to Authority with briefing for all members.	Minute 116 i-ii
UoR	Carry out full Ethics Audit	Perform Audit	June 07	Part of annual audit (already budgeted)		Audit complete 23/03/07. Evaluation progress report to Authority June 2007.	
SW	Improve Member Communications	Develop member Contact through enhanced liaison facilities	Sept 07			To be developed further as part of the Members Communication Strategy	
SW		Improve communications locally and within the Authority	Sept 07			To be developed further as part of the Members Communication Strategy	

		Drive down Authority information to local and ward level	Sept 07			To be developed further as part of the Members Communication Strategy	
SW	Improve Authority Meeting agenda and structure	Review the style and clarity of reports including format and contents.	Sept 07			Work in Progress. Interim report April 2007	
SW		Improve clarity of reporting around risk elements	Sept 07			Work in Progress. Interim report April 2007	
SW	Review Terms of Reference, Standing Orders and Financial Regulations	Review scheme delegation	Mar 08				
SW		Review structure and timing of meetings. Review reporting and format of reports.	Mar 08				

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 : 17

Date: March 2007

Responsibility: CFO Richard Bull
Cllr Bollands

	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	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 2007. 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	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		In progress	Quarterly meetings ensure approach is introduced and reviewed	Minutes of meetings

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 : 17

Date: March 2007

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.

Responsibility: ACO John Hindmarch
Cllr Boyes

	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	Report to Authority February 2007 to establish principle of cost centre budgeting implementation.	
CA	Develop a comprehensive understanding and acceptance of leadership responsibilities of managers	Evaluate DLP Management Course to establish: <ul style="list-style-type: none"> • Short-term impact • Long-term performance 	Oct 06	This has generated £43,000 worth of efficiency savings in the 1 st yr and envisaged to generate £128,000 efficiency savings in the 3 yr period due to the integration of 2 courses.	Complete	All Watch Managers have now attended the DLP Course and following evaluations the DLP course has been subsumed into the Crew Manager Course which will ensure that all newly promoted Crew Managers and Corporate staff equivalents have the benefit of the DLP input.	

	Actions We Will Take	How We Will Achieve It	Target Completion	Cost / Savings	Status	Comments / Milestones	Evidence
OA	Provide Clear direction for managers developing and formulating policy	Develop and publish guidance document	Dec 2006		Complete	Guidance Document complete and published as an Admin Procedure 1.35.	

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 : 17

Date: March 2007

Measured by:

Results of surveys and focus groups.

Responsibility: DCO Iain Bathgate
Cllr Renton

	Actions We Will Take	How We Will Achieve It	Target Completion	Cost / Savings	Status	Comments / Milestones	Evidence
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	Implement relevant findings of Communications review.	3 year strategy commencing April 2006	£39,000 cost (including £20k for training & £12k for staff survey)	Ongoing	<p>Staff Communications Strategy 2006-2009 to Authority December 06. External Communications Strategy and Members Communications Strategy to follow in 2007.</p> <p>The Staff Communications Strategy has a three-year action plan.</p> <p>Chairman to commence Station Liaison meetings January 2007 with questionnaire evaluation.</p> <p>Strategic Communications Group set up to oversee improvements in communications. First meeting held 31 October 2006.</p> <p>Also progress achieved regarding individual actions from the strategy include:</p> <ul style="list-style-type: none"> • SMT Listening Events programme • Team briefing pilot • Gazette and Wildfire publications • Re-branded Chief Fire Officer's Bulletins • Bi-monthly Watch Managers Meetings <p>Roll out of team briefing across the Service in June 2007 following the evaluation of the pilot. All line managers being trained April-June 2007</p>	<p>Authority Paper</p> <p>Staff Communication Strategy 2006-2009</p> <p>Strategic Communication Group agenda and minutes</p> <p>SMT Listening Events Evaluation/Progress Reports to SMT Nov 2006 & Jan 2007</p> <p>SMT Team Briefing Progress Report January 2007 / pilot Report March 2007</p> <p>Training records</p>

	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		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 organised for April and May to further evaluate the SMT Listening Events and the staff publications and the intranet to assess improvements in staff communications.</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>Strategic Communication Group Agenda and Minutes</p>
CA		Undertake 2006 Member survey	April 2007		Ongoing	Survey complete awaiting analysis report due April 2007	
CA		Undertake 2006 employee survey	Nov 2007	£12,000 cost for staff survey (see above)	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 currently being organised for April and May to further evaluate the SMT Listening Events and the staff publications and the intranet to assess improvements in staff communications.</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>Strategic Communication Group Agenda and Minutes</p>

DoT	Enhance levels of external communication and consultation with the communities.	Liaise with all local authorities on a regular basis regarding consultation within the communities - through consultation groups.	Ongoing	£500 Cost		<p>Contact has been established with all Local Authorities and attendance / input to each strategy group agreed.</p> <p>Contact made with Sunderland Youth Parliament.</p> <p>Agreement with Northumbria Police Authority to use their Citizen Panel on an ongoing basis. A focus Group relating to a review of the Strategic Plan is planned for May 2007.</p>	<p>SMT Listening Events Evaluation/Progress Reports to SMT November 2006 & January 2007</p> <p>SMT Team Briefing Progress Report January 2007</p>
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	Actions We Will Take	How We Will Achieve It	Target Completion	Cost / Savings	Status	Comments / Milestones	Evidence
DoT		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.	Fire Authority Papers February 2007 Delegation Report by Procurement Manager: Marketing Campaign
		Launch a marketing campaign to raise awareness amongst the public and key stakeholders of the non-firefighting role the Service provides	Mar 2008	£120,000	Ongoing	Pre-campaign research taking place in April & May 07. Delegation report produced following the end of the tender process for choosing a marketing agency. Campaign to start in mid June following pre-campaign research results.	

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 : 17

Date: March 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	Launch of new Fire Safety system	March 2007	£55,375 from Capital for initial product. £8,850 from Capital for additional modules. £15,100 from Revenue for Mobile Working Module.	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.	

	Actions We Will Take	How We Will Achieve It	Target Completion	Cost / Savings	Status	Comments / Milestones	Evidence
CA		Implement VPN Access solution	May 2007	£11,000 cost	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 currently being compiled and appropriate kit configured off site by supplier.</p> <p>Target completion date has slipped due to higher priority of other projects.</p>	
DoT		Further enhance Document Management	Jan 07 (phase 2) Feb 07 (revised)	£60,150 from Capital	Phase 2 Complete Currently assessing future requirements	<p>Dual approach adopted regarding Document Management, SOPs and procedures managed via intranet and other documentation via ADOS.</p> <p>Phase 2 Document Management started Q3/2006 and includes internal scanning initially via two scan stations (ordered) and update of documents electronically direct from desktop PCs. Additional concurrent licences have also been ordered.</p> <p>Meeting with supplier in October to confirm requirements. Scan stations have been delivered and supplier visited site in February to complete install. Scan stations now operational and appropriate training delivered.</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.</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 : 17

Date: April 2007

Responsibility: ACO Dave Simpson
Cllr Gibson

	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	Establish Local Area Agreements	Jan 2009		Ongoing	The authority is firmly embedded into the Newcastle and North Tyneside LAA with outcomes that relates directly to the Service; "Increase domestic fire safety and reduce arson" which includes TWFRS targets for deliberate fires & injuries from accidental fires in dwelling. The LAA is now waiting final approval from GONE.	Newcastle L.A.A. North Tyneside LAA
		Project Team to formulate Authority partnership agenda	May 2007			Partnership Policy and Guidance re-written and in final draft stage.	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.	LSP minutes

	Actions We Will Take	How We Will Achieve It	Target Completion	Cost / Savings	Status	Comments / Milestones	Evidence
CA		Provide partners and community with newsletter communicating new initiatives that the Authority has introduced	July 2007	Nil	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		Benchmark against selected FRS and partners	Sept 2007	Nil		We intend to benchmark against other FRS in the region and Nationally. One individual has been given benchmarking as a project.	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		Two members of personnel in HQ have been given this task	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 : 17

Date: March 2007

Responsibility: CFO Richard Bull
Cllr Heron

	Actions We Will Take	How We Will Achieve It	Target Completion	Cost / Savings	Status	Comments / Milestones	Evidence
All actions completed January 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 : 17

Date: March 2007

Responsibility: CFO Richard Bull
Finance Officer
Cllr Mrs Forbes

	Actions We Will Take	How We Will Achieve It	Target Completion	Cost / Savings	Status	Comments / Milestones	Evidence
All actions completed October 2006							

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 : 17

Date: March 2007

Measured by:

Result of PDP process and development of organisational succession plan.

Responsibility: ACO John Hindmarch
Cllr Anglin

	Actions We Will Take	How We Will Achieve It	Target Completion	Cost / Savings	Status	Comments / Milestones	Evidence
CA	Progress IPDS and rank to role	Develop and pilot performance review process to monitor individual's performance	April 2007	Not quantifiably at this time	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 is progressing well with a report due for the SMT in April 2007.	
CA		Act upon findings of pilot	June 2007	Not quantifiable at this time	Not started	Will commence once the results of the above pilot scheme are available	

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 : 17

Date: March 2007

Measured by:

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

Responsibility: ACO John Hindmarch
Cllr Cooney

	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 07		Ongoing	This is being achieved during the review of the establishment scheme, which includes a rationale for determining post position. The initial position was presented to the Authority in July 2006 with an Implementation Plan to be produced to align the process to budget setting. In addition, the Authority is developing 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. This involves a detailed analysis of the 2006 recruitment and selection processes which were conducted using the National Firefighter Selection Tests.	SMT report July 2006 Fire Authority Paper & minutes of meetings
CA		Implement review findings	April 2007	£180,000 to implement the review of the establishment scheme		To commence following approval of the re-structure by the Authority. Report to the March meeting of the Authority	

	Actions We Will Take	How We Will Achieve It	Target Completion	Cost / Savings	Status	Comments / Milestones	Evidence
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	To be determined	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>Local diversity strategy</p> <p>Fairness at Work Committee minutes and papers</p>
CA	Increase awareness at station/department level	Undertake audit to determine any issues re culture, management and job satisfaction	April 2007	£8,000 cost	Commenced	The national cultural Audit is currently scheduled for Authority-wide publication in April 2007. It is envisaged that this approach will secure a greater return rate than would have been the case due to the number of other surveys currently 'live' being actioned by the Officers	Cultural Audit
CA		Develop and address Action Plan from results of Cultural Audit	June 2007	Not quantifiable at this time	Not yet commenced	<p>High impact core values are being embedded within the Service and are visually apparent in all premises</p> <p>An action plan will be formulated on completion of the Audit</p>	Core Values and Strategic Plan