Summary

Recommendation	Feb 10	Mar 10	Apr 10	May 10	Jun 10	Jul 10	Aug 10	Sep 10	Oct 10	Nov 10	Dec 10	Jan 11	Feb 11	Mar 11	Apr 11	May 11	Jun 11
1. Publish Management of Health and Safety at Work policy document								‡									
2. Issue set of Operational trg policies							‡			‡							
3. Initiate organisational arrangements to deliver consistent training									‡								
4. Review H&S team resources							‡										
5. Introduce Trg Competency Framework															‡		
6. Initiate systems to assess competence of trg delivery at stn level												‡					
7. Provide adequate trg to maintain competencies											‡						
8. Implement action plan to deliver FSC 17/1970		‡															
9. Review Incident Command development procedure								‡									
10. Deliver Incident Command trg programme to timetable						‡											
11. Publish Strategic H&S plan					‡		‡										
12. Explore benefits of National land and Property Gazetteer / increased proactively for seeking risk sites									‡								
13. Provide adequate trg for staff gathering risk information																	
14. Increased use of information from training needs returns to identify service wide trends			‡														
15. Review Audit Officer arrangements / provide trg					‡	‡											
16. Review arrangements for formal debriefing						‡											
17. Review content of analytical risk assessments						‡											
18. Future operational audit summary reports to highlight specific underperformance issues and not over rely on statistical information					‡												

Current status

7	Green – On target	0	Red – Issues that will impact on overall objective	6	Grey – Action Closed
3	Amber –Issues but not affecting overall objective	2	Blue - Awaiting third party information		

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R1 The Management of Health and Safety at Work policy document, currently in draft, needs to be updated, expanded to adequately describe how your arrangements link in with operational activities, and issued.	• Document needs to be reviewed and amended • Document to be introduced to the consultation process	**Technical Service Manager** **Assistant Chief Fire Officer**	Publication by 1/9/10	Green	Document has already been reviewed and amended and is now entering into Consultation process
R2 A policy, or set of policies, describing how all operational training will be organised, delivered and evaluated should be issued.	• Review and update Learning and Development Strategy Policy • Consult and Publish	**Service Support Manger**	Reviewed and updated 1/8/10 Published 1/11/10	Green	This work is on track to be completed within the timescales set.
R2 A policy, or set of policies, describing how all operational training will be organised, delivered and evaluated should be issued.	Create a set of "procedures" detailing how operational training will be: • Organised • Delivered • Evaluated	**Training Support Manager**	August 10	Green	Workshops have been held to commence creation of procedures. Since the HSE visited the following policies/procedures have been produced; • Breathing Apparatus acquiring team leader status • Breathing Apparatus Performance Management • Breathing Apparatus Refresher Programme • M99 Dalton Barracks Booking Procedure • Training Delivery/Service Delivery meeting terms of reference • Training Frequency Assessment
R3 Organisational arrangements need to be put in place to deliver operational training	Create procedure for TRG/SD meetings to include:	**Employee Development**	Feb 10	Complete	The procedure "Training Delivery/Service Delivery meeting terms of reference" has

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policy in a coordinated and consistent way.	• Define Terms of Reference • Formal review of BA Refresher and Incident Command.	**Manager**			formalised these regular meetings and the minutes and agenda will be used to ensure that training is delivered in a more consistent manner.
R3 Organisational arrangements need to be put in place to deliver operational training policy in a coordinated and consistent way.	Review training departmental structure and relationship to specialist training activities in Service Delivery function deliver in a coordinated and consistent way.	**Assistant Chief Officer / Service Support Manager / Service Delivery manager**	Oct 2010	Amber	This is a significant and resource intensive activity. It is currently proving challenging to move forward due to several changes in personnel. Additional activities have been planned which should allow adequate progress but the current target time is under threat.
R4 The Resourcing of the health and safety department should be reviewed to ensure SLT receive sufficient advice on strategic health and safety matters.	• Time study analysis of the work completed within the H&S department needs to be completed. • Results to be presented to ACO for comment • Final report to be presented to SLT for discussion and decision	**Technical Service Manager** **Technical Services Manager Assistant Chief Fire Officer**	30/06/10 11/07/10 Aug 10	Green	The H&S team are currently completed time recording sheets to allow analysis to be completed.
R5 The project to introduce a training competency framework needs to be progressed according to the stated timescale.	Develop further Training Competence Frameworks including assessment criteria for assessors to include: • Good and bad practice identified at FF level (This is separate to that in the performance criteria). • Good and bad practice identified at Supervisory level (This is separate to that in the performance criteria). • Provide cost analysis • Provide capacity analysis • Create TCF Project Plan	**Training support Manager and Trg Team**	Apr 11	Amber	A full project plan exists for this work. The first Framework has been produced covering the competencies and standards required for the activities undertaken at Road Traffic Accidents. The resources have been identified and this resulted in the production of a cost analysis that was approved by the Strategic Leadership Team on the 30th March 2010. Work is now progressing against the project plan. The activity is considered amber due to the complexity and scale of the work being undertaken. Close supervision of the project is being undertaken by the Service Support Manager.

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R6 The Service needs to put in place systems to assess the competence of those delivering operational training at station level as well as at the training school.	Create a dedicated training area in the eIPDS system (Redkite) to include: • Subject area performance criteria. (BAi & FBTi) • Create procedure for acquiring, applying and maintaining instructor skills. • Acquire PPVi status • Subject area performance criteria. (PPVi) • Embed the system into normal ways of working • Add all Inst. competence to Inst area on Redkite • Examine Inst training collaboration with TV FRS's • Examine PPV integration to acquisition and MOS systems • Create PP for implementation	**Training support Manager and Trg Team**	Jan 11	Green	In order to record the competence of those delivering training at training school the learning objectives set for the instructor courses in subject areas have been used to produce a portfolio of evidence for instructors to demonstrate that they are maintaining the skills that they have acquired. This has been completed for Breathing Apparatus and Fire Behaviour Training and the instructors are recording and building up their portfolio of evidence in these areas. The format and approach has been approved and will now be extended to all instructor qualifications.
R6 The Service needs to put in place systems to assess the competence of those delivering operational training at station level as well as at the training school.	Develop a series of training sessions to provide consistency of approach across the Service and to establish standards which can then be assessed. Provide a system to: • Assess and, • Monitor operational training delivery	**Training support Manager and Trg Team**	Jan 11	Green	The changes required to the Breathing Apparatus Refresher Programme to address R8 of this plan have released instructor availability in the evenings. Before assessing the competency of those delivering training at station level a series of training sessions to develop that competency is being planned. These training sessions are being developed now. Once training has been delivered to provide the skills then a programme of assessment and monitoring will be planned and commenced.
R7 The Service must ensure that adequate training is provided to maintain competencies in safety-critical areas. The outcome of the	Following review, deliver adequate training to maintain safety critical competences.	**Employee Development Manager**	Dec 10	Blue – dependant on third	The RDS training-needs review has not yet reported. This report will allow the inclusion of reviews of regional and

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RDS training-needs review should assist in this.				party	national reports to ensure that our local position is both aligned to neighbouring Fire and Rescue Services and the national direction which is being set by the Chief Fire Officers Association. The Target date of December 2010 is given on the basis that by this time the information should be available and an effective assessment made of the necessary requirements. There is concern over the scale of these as they could have further financial consequences.
R8 The action plan to meet the requirements of FSC 18/2009 by 1st April 2010 needs to be implemented in line with the timescales contained within it and the Service should ensure that the content of the BA refresher training courses achieves the same outcomes as those envisaged by FSC 17/1970.	Plan and implement a new BA Refresher programme for 2010/11 onwards which conforms for FSC18/2009 and includes: - New BA refresher procedure - Rolling programme - Cost analysis for SLT - Capacity Plan for SLT - Create Project Plan - Individual Course Data Sheets - Update Redkite - Create and publish a table of BA Refresher course dates	**Employee Development Manager and Trg Team**	End Dec 09 End Jan 10 End Mar 10	Green	This was a major change of approach resulting in substantial increase in training resources and financial support. The new Breathing Apparatus is now fully developed and being delivered. All sessions are fully scoped with lesson plans, learning objectives and risk assessments completed. Students have been attending the new programme since April 2010. Feedback from the instructors and students (which has been positive) and a review of any identified individual training needs are being taken back to the Training/Service Delivery meeting as detailed in R3. Overall this important recommendation is being met effectively.
R9The Incident Command Development procedure should be reviewed and updated to describe the current training system.	Review and update current documentation to reflect current training system.	**SM Incident Command**	Sept 10	Green	This work has commenced and will be completed in line with the timescales.

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R10 The Incident Command training programme needs to be progressed in line with the timescales set out in the Training Department Action Plan.	Develop, Plan and Deliver level 2 & 3 ICD assessments to SM & GM.	**SM Incident Command supported by Incident Command Watch Manager**	End May 10	Complete	The assessment of operational decision making and competencies has been delivered in line with the timescales set out in the training department action plan.
R11 The service needs to draw up a strategic health and safety plan to develop a more systemic approach to the management of risk and establishing priorities	• Strategic plan to be finalised and agreed with ACO. • Plan to be reviewed and ratified by SLT	**Technical Services Manager**	June 10 Aug 10	Green	First drafts presented to SLT May 10 – further work identified
R12 - The Service should explore the potential of the NLPG as part of a more proactive approach to seeking out previously unidentified sites which present potentially serious risks to firefighters.	NLPG is not considered to be a useable source of unidentified premises that could present a risk to firefighters at an operational incident. However, SSM / SDSM are discussing options with Data Systems Manager. Other potential sources of information are being sought :- • All Building Regulation applicants that are written to by OFRS, are made aware of the need for risk information to be passed to us at the design stage. Additional paragraph to be added to standard letters to Building Regulation applicants. • NLPG options to be discussed with Data Systems Manager with a view to identifying possible sources of premises that may contain • Creation of a procedural document detailing	**Service Support Manager** **Data Systems Manager** **SSM / Fire Protection Team technical advisor** **Service Support Manager** **Data Systems Manager** **Service Support Manager** **With Service**	End March 2010 End March 2010 Oct 2010	Amber	Additional paragraph added to standard letters sent to B/Regs applicants. It is accepted that this is limited in use, as the applicant is often not the occupier and may not pass on the letters / information. Where BCLO's / FSO's visit newly built premises, a full fire risk / fire safety audit is always carried out and appropriate notification made. This meeting took place and from the NPLG a list of categories of buildings have been supplied. For example commercial properties can be filtered into factories, shops, warehouses, etc. This could be useful for directing the areas to groups of buildings to be inspected. NLPG categories considered to be relevant will be identified and on receipt of the National guidance, lists of such premises for auditing will be provided to FRM's. We already have a number of links that provide us with risk info, such as, English Heritage, Air Liquide` (oxygen cylinders) and District Councils for LPG storage. It is important that these sources are recorded and analysed for their effectiveness. This is going to be done through a procedure document which will also detail the arrangements for pro-active actions for the identification of info sources.

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	information sources and pro-active identification of risk.	**Delivery Manager**			This item is considered Amber due to the level of expectation that the HSE have of individual FRS's in being aware of all potential risks in their operational area. Bearing in mind the volume and frequency of changes this level of expectation will always remain difficult to meet.
R 13 All staff who collect and assess risk information need to be adequately trained for the task.	Watches, Fire Safety Officers and relevant flexi duty Officers (via SNL training) have been trained in current system based on policy, procedure and SE Framework document. However, it is known that a National Guidance document will be published in the near future and re-training will be carried out as soon as practicable after this date. • National guidance published and gap analysis between OFRS policy / procedures and National guidance undertaken. • Training package for Watches and relevant Officers created. • Training delivered to relevant staff. • Data audited to ensure quality is acceptable	**Service Support Manager and Service Delivery Support Manger** **SM** **SDSM / SSM** **SDSM / SSM** **SDSM**	**To be confirmed** **Ongoing after training complete**	Blue – dependent on third party	The Service is waiting for the release of the national guidance on the collection of risk information. Once this has been reviewed a training programme will be developed and delivered. Consideration will be given to adding Site Specific Risk Information cards to Mobile Data Terminals but only after system is fully embedded in OFRS and system is considered stable and wireless updating system is in place. Will need to be resourced if undertaken e.g. ongoing updates, QA etc.
R14 Greater use should be made of the information from training needs forms to	Provide a system to: • Identify FRS wide training	**Training Support Manager / Trg Centre Manager**	End May 10	Complete	Trends identified at the TD/SD meeting 15th April 10 and quarterly reviews and annual reporting will take place

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analyse and identify Service-wide trends and training needs.	needs • Identify trends within those needs • Analyse and report those trends Produce recommendation on how to close training needs • Developed system to be adaptable for other identified trends				subsequently.
R15 The Service should review the audit officer arrangements to ensure that they receive sufficient training to carry out their role effectively.	All audit officers to receive operational audit training during Short Night Leave (SNL) training. All new audit officers to receive initial operational audit training prior to commencing audits.	**Emergency Response Manager**	SNL training to be completed July 2010. New audit officers to be trained prior to undertaking audits (ongoing).	Green	Dates published for TRG – June / July 2010
R16 The procedures for initiating, inviting attendees and conducting formal operational debrief should be reviewed to ensure that the Service is getting the maximum amount of learning from these events.	Review of operational debrief procedure to include initiating, inviting and conducting structured debriefs. Revised proc doc to be issued.	**ERM Emergency Response Manager**	July 2010.	Complete	The procedure has been amended and issued.
R17 The content of the analytical risk assessment records should be reviewed to ensure that they contain meaningful and useful information.	Audit of Analytical Risk Assessment completion to be carried out. Action plan to be agreed and closed out.	**Emergency Response Manager**	1. Audit to be completed by April 2010.	Green	The analytical risk assessments have been reviewed and the results of this are being included in the Incident Command Audit report which is being presented to SLT in July 2010.
R18 Operational audit summary reports must adequately highlight any failings identified and should not focus solely on statistics.	Operational audit summary reports submitted to SLT to be more comprehensive and less reliance on statistical data	**Emergency Response Manager**	Ongoing	Complete	The procedural document on operational audits has been amended to ensure that this approach is taken on a consistent basis. The Incident Command report which will be presented to SLT in July 2010 will contain qualitative as well as quantitative data.