Ref	Question	Recommendations	Responsible Department/Person	Methodology	Current Position April 2010	Update on current position June 2010	Target date for completion
2.2	ORGANISING – CONTROL. Is there an effective management structure and arrangements in place for delivering the policies?	Review the arrangements in place to enable local management to fulfil their role in the delivery of a competent workforce. This review should include the effectiveness of the support mechanisms currently in place (e.g. IDFO, audit etc.) as well as local management issues and the monitoring arrangements in place.	Richard Fairhead supported by Gareth Griffiths and Gary Brandrick	Set up a working party to: • Interview individuals in various roles of the operational workforce (SMA, WM, CM and FF) to ascertain experiences in being developed to perform competently • Interview local supervisory managers to ascertain development they have received to ensure their reports are operationally competent. • Identify what SLDC provide currently and what development they have in place to support local managers in delivering a competent workforce • Carry out a gap analysis between what the Service believes is delivered and what the end used believes is being delivered. • Examine role of the IDFO and detail support given • Examine Service audits for relevance in delivering / maintaining a competent workforce – including monitoring of all the workforce in how they develop, maintain and support supervision. • Identify weaknesses in the local management of the workforce to establish what would be required to ensure the organisations expectations are met with regard to provision of a competent workforce • Provide recommendation following consolidation of information	Setting up working group		End of August 2010
2.3	ORGANISING – CO-OPERATION Are there adequate and appropriate arrangements to secure the trust, participation and involvement of all employees?	The service should review the health and safety arrangements in place to ensure the trust, participation and involvement of employees. This review should take into consideration the difficulties experienced in bedding in the PDR system as well as exploring the perceived lack of consultation of employees when introducing new methods of working.	Paul Claydon	Direct review of consultation with representative bodies through one to one discussions with each body on the current processes and protocols in place and areas for improvement. Seek to gain agreement with representative bodies on any identified gaps in the current set up and a way forward to overcome those gaps. Encourage managers at all levels to develop both their formal and informal networks with representative bodies. Make the issues around consultation a key theme for supervisory and middle manager seminars. Look to trial the "Team Briefing" concept in use in GMFRS to assess its effectiveness in raising staff awareness, involvement and participation. Utilise the Service's Corporate Communications department to deliver the "Team Briefing" trial.	Intention to review consultation process announced at the Service's Safety Committee by ACFO Claydon (Chair). All asked to note and consider for future meetings to be arranged. Time allocation provided on programme for supervisory manager seminar. Date set for extra-ordinary middle managers seminar to coincide with supervisory		End of August 2010

Ref	Question	Recommendations	Responsible Department/Person	Methodology	Current Position April 2010	Update on current position June 2010	Target date for completion
				Assess the membership of the Service's current committees, working groups and task & finish groups to ensure appropriate representation from all levels within the Service. Ascertain and analyse the delivery method utilised by SLDC for the PDR process and consider alternative methods of disseminating information to the Service and supporting dissemination through other means and information.	manager seminar. Background research on Team Briefing being undertaken and trial area being considered and assessed. OSDG instructed to list membership of all groups for future analysis and discussion.		
2.5	ORGANISING – COMPETENCE Are there systems and arrangements to secure the competence of all staff?	Review the arrangements in place to enable local management to fulfil their role in the delivery of a competent workforce. This review should include the effectiveness of the support mechanisms currently in place (e.g. IDFO, audit etc.) as well as local management issues and the monitoring arrangements in place. Ensure that the systems in place to support those less experienced individuals who are placed in incident command positions are fit for purpose and used consistently and correctly. The service should ensure that a robust process is in place for the quality assurance of training provided by trainers.	Richard Fairhead supported by Gareth Griffiths Gary Brandrick to provide evidence	Set up a working party to: • Interview individuals in various roles of the operational workforce (SMA, WM, CM and FF) to ascertain experiences in being developed to perform competently • Interview local supervisory managers to ascertain development they have received to ensure their reports are operationally competent. • Identify what SLDC provide currently and what development they have in place to support local managers in delivering a competent workforce • Carry out a gap analysis between what the Service believes is delivered and what the end used believes is being delivered. • Examine role of the IDFO and detail support given • Examine Service audits for relevance in delivering / maintaining a competent workforce – including monitoring of all the workforce in how they develop, maintain and support supervision. • Identify weaknesses in the local management of the workforce to establish what would be required to ensure the organisations expectations are met with regard to provision of a competent workforce • Provide recommendation following consolidation of information	Meeting between NWFRS and M&WWFRS on 27th April to take this forward Development of all instructor with Nationally recognised and accredited qualifications NWFRS is centre for FBTI BTEC Peer assessment of instructors in partnership primarily with M&WWFRS. This will facilitated through joint use of the Hot fire facilities at Dolgellau. Peer assessment with instructors at SERCO through jointly working at Broughton		End of August 2010 Established QA system September 2010

Ref	Question	Recommendations	Responsible Department/Person	Methodology	Current Position April 2010	Update on current position June 2010	Target date for completion
	MEASURING PERFORMANCE / AUDITING Is performance measured against agreed standards to reveal where and when improvement is needed?	Review the arrangements in place to enable local management to fulfil their role in the delivery of a competent workforce. This review should include the effectiveness of the support mechanisms currently in place (e.g. IDFO, audit etc.) as well as local management issues and the monitoring arrangements in place.	Richard Fairhead	Set up a working party to: • Interview individuals in various roles of the operational workforce (SMA, WM, CM and FF) to ascertain experiences in being developed to perform competently • Interview local supervisory managers to ascertain development they have received to ensure their reports are operationally competent. • Identify what SLDC provide currently and what development they have in place to support local managers in delivering a competent workforce • Carry out a gap analysis between what the Service believes is delivered and what the end used believes is being delivered. • Examine role of the IDFO and detail support given • Examine Service audits for relevance in delivering / maintaining a competent workforce – including monitoring of all the workforce in how they develop, maintain and support supervision. • Identify weaknesses in the local management of the workforce to establish what would be required to ensure the organisations expectations are met with regard to provision of a competent workforce • Provide recommendation following consolidation of information	Setting up working group		End of August 2010