

To: CUTBILL, TIM (DAC)[tim.cutbill@london-fire.gov.uk]; MCKENNA, YVONNE[yvonne.mckenna@london-fire.gov.uk]; CARLYON, OLIVER
From: DAVIES, THOMAS (LEGAL)
Sent: Wed 06/02/2013 11:06:51 AM (UTC)
Subject: RE: Control Report

Will do

From: CUTBILL, TIM (DAC)
Sent: 05 February 2013 18:38
To: DAVIES, THOMAS (LEGAL); MCKENNA, YVONNE; CARLYON, OLIVER
Subject: RE: Control Report

Two issues for me

1. The supervisor training if needed should be rolled out to all staff?
2. We need some clarity about what refresher training takes place. Is it every other year all day (with role play and fire safety officers) and the other year computer based on watch? I am concerned about the answer below.

Tom can you do some more digging and then run the below passed Dave Brown asap.

Thanks
Tim

From: DAVIES, THOMAS (LEGAL)
Sent: 05 February 2013 10:59
To: MCKENNA, YVONNE; CUTBILL, TIM (DAC); CARLYON, OLIVER
Subject: FW: Control Report

Please find Scott's comments on Debbie's points below in red.

Kind regards

Tom Davies
Solicitor

Legal & Democratic Services
London Fire and Emergency Planning Authority
Extension: 30106

My reference: 7678

From: HAYWARD, SCOTT
Sent: 05 February 2013 10:48
To: DAVIES, THOMAS (LEGAL)
Subject: FW: Control Report

Hi Tom,
A couple of amendments but other than that fine.

Regards,

Scott

Scott Hayward
Principal Operations Manager
Brigade Control
London Operations Centre
Jubilee Way

Merton
SW19 3XD

From: DAVIES, THOMAS (LEGAL)
Sent: 05 February 2013 10:41
To: HAYWARD, SCOTT
Subject: FW: Control Report

Scott,

Please find below your answers in red. Please let me know if I have got anything wrong.

All the best
Tom
My ref: 7678

Page 7 – Point 21 – there were 13 Control Staff on duty at GVP at the time of the first call, which included 1 x CC 2 x SCO's and 10 CO's (not 13 CO's which could be misleading).

This appears to be a typo, in the context of the Control report point 21, last line, should have read Control Staff.

Page 8 – Point 24 – staff in control at 2GVP Call Takers x 7 (not x 6)

This is explained later in the report. There were 6 staff specifically allocated as call takers, as well as a single staff member allocated as a paging officer. The paging officer is also able to take calls, and therefore can act as a 7th call taker if required.

Page 10 – Point 34 – This does not make sense. The TOC “time of call” on the mobilising message is the time that the Control Officer first selects the address, which means that the New Incident Frame (NIF) has already been generated by the system. The creation time is the time when an NIF is first generated.

This is correct. The NIF is the incident creation time i.e. when the call taker receives the call in their headset. At this point a new incident frame is generated and the time of call (TOC) is only recorded when the operator selects first address.

Page 12 - Point 48 – I was not aware that an Officer can update their status by data exchange on their hand held radio, I thought this could only be done via speech with Control. There may be a way of doing this but it is not done in reality.

They can do via radio, though it is only occasionally used.

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Generally calls are sampled randomly, and where a randomly selected call includes an FSG element it can be assessed on that basis (see supporting docs in control report annex). It is possible to ‘drop’ specific calls into call coach so that FSG calls can be reviewed specifically where required, this is a line management decision.

Page 53 -

- Recommendation 4 Action 4(2) c. Refresher training we receive now is not whole day training, and as mentioned before is on watch training.

Was full day originally, is now on watch. The course lasts about 4 hours and is designed to be in line with FSC 10/93 so includes a presentation by FS on building types and fire behaviour plus call handling of FSG presentation and finishes with a role play.

- Action 4(3) I am not aware of any Supervisor courses? Most supervisors have been included in leadership courses with operational staff some years ago, but I am not aware of any Supervisor courses being introduced.

There is a supervisors course. It was rolled out to new supervisors at end of 2010. To date three supervisors have completed as so far as only these three have been promoted in that time. It is not a requirement for require substantive supervisors to attend this course as they should have completed most of those courses which make up the new supervisor course as part of their on-going training, it is available to them but is not mandatory.

To: DAVIES, THOMAS (LEGAL)[t.davies@london-fire.gov.uk]
Cc: CUTBILL, TIM (DAC)[tim.cutbill@london-fire.gov.uk]; CARLYON, OLIVER
From: HAYWARD, SCOTT
Sent: Mon 11/02/2013 2:39:35 PM (UTC)
Subject: RE: Control Report

Hi Tom,

To answer your question 14 was the target staffing at GVP for each watch and up until around 1500 that was the case. However, one member of staff had a hospital appointment which brought the number down to 13.

Regards,

Scott

Scott Hayward

Principal Operations Manager
Brigade Control
London Operations Centre
Jubilee Way
Merton
SW19 3XD

From: DAVIES, THOMAS (LEGAL)
Sent: 11 February 2013 09:11
To: HAYWARD, SCOTT
Cc: CUTBILL, TIM (DAC); CARLYON, OLIVER
Subject: RE: Control Report

Thanks Scott, it answered quite a lot.

There's still one issue that I have (others may have more). According to the report there should be 14 staff at GVP which the Report then divides into 1xCC, 2xSCO, 6x call takers, 1x paging operator and 3x radio operator = 13!

Can you clarify for me what the 14th person did?

Can you please reply all as I will be in the Authority meeting today.

Thanks a lot
Tom

From: HAYWARD, SCOTT
Sent: 11 February 2013 06:14
To: DAVIES, THOMAS (LEGAL)
Subject: RE: Control Report

Morning Tom,

I am assuming the email sent by Dave Brown has addressed the questions below. We had a long discussion on Saturday and hence the subsequent communication by Dave.

Thanks

Scott

Scott Hayward

Principal Operations Manager
Brigade Control
London Operations Centre
Jubilee Way

Merton
SW19 3XD

From: DAVIES, THOMAS (LEGAL)
Sent: 08 February 2013 16:16
To: HAYWARD, SCOTT
Subject: RE: Control Report

Scott

Sorry to chase, but we'll need this information on Monday so Counsel can consider it before Debbie and Harry go in the witness box on Tuesday.

Tom

From: DAVIES, THOMAS (LEGAL)
Sent: 08 February 2013 09:18
To: HAYWARD, SCOTT
Subject: RE: Control Report

Thanks Scott,

Can I just clarify a few points with you.

1. Can you let me know when the full day refresher training was changed to on watch?
2. You say that, "A Management decision was made that trainers and an FS Officer would provide training every other year, as with this year", can you let me know when this was and the grounds for the decision?
3. There seems to be a word missing from your explanation about that training re 'difficult calls' when you say; "The training has just been condensed into the time frame allocated and not so much time has been to the subject on 'difficult calls' Mock FSG calls are also recorded and played back to the trainee's to identify shortfalls in the delivery of the call. "

Kindest regards

Tom Davies
Solicitor

Legal & Democratic Services
London Fire and Emergency Planning Authority
Extension: 30106

My reference: 7678

From: HAYWARD, SCOTT
Sent: 07 February 2013 06:11
To: DAVIES, THOMAS (LEGAL)
Subject: RE: Control Report

Morning Tom,

Some further clarification on training for control.

Whether the supervisor training, if needed, should be rolled out to all staff? We currently do not complete supervisor training with all staff as CROs do not carryout Supervisor functions. If the existing substantive supervisors were in post before 2010 they would have completed an assessment centre and gained the relevant experience on watch. They maintain their competencies by carrying out a supervisory role each tour. Before 2010, in recent years, any substantive Supervisors had to complete a development folder within a specific time frame. T/Sup's could also complete one but it was invalid after 2 years. The Sup course established in 2010 as

designed for new sups not existing sups.

Can you let me know what the new supervisor training consists of, what elements the substantive supervisors will already have covered and give a bit more detail why it isn't given to all supervisors as a matter of course or whether it is something that you think we should do? Most supervisor training is on watch when gaining experience in this role. We can provide specific lessons such as mass decon on request. Currently there are training packages available to all Control staff covering specific lessons which are all up to date. We can provide the supervisor course TNA (Copy attached) which outlines the areas supervisors should be concentrating on and their Operations Manager's are responsible for signing off the different elements.

We need some clarity about what refresher training takes place. Is it every other year all day (with role play and fire safety officers) and the other year computer based on watch? A Management decision was made that trainers and an FS Officer would provide training every other year, as with this year. In between, staff will access the information we have made available which we then validate with role play. Next year staff will access the Knowledge Centre and complete the CBT packages. Just to confirm, the first FSG training in 2010 was a full days training, 2011 staff accessed PowerPoint presentations and we validated with role play, 2012 Trainers and a FS Officer provided half a days training. 2013 staff will complete the online CBT packages.

I'm afraid they are still not clear about the situation. We've told the Coroner in the report that it is full day training, if it isn't we need to have a detailed answer why we've modified this position and precisely what the position re training is now. It was assessed and agreed by the training Manager that refresher training did not need to take a full day. To utilise the on watch training allocation the training took place from 1400hrs to 1800hrs. When we started the training in 2010 the training itself took 7hrs including lunch and breaks. The training has just been condensed into the time frame allocated and not so much time has been to the subject on 'difficult calls' Mock FSG calls are also recorded and played back to the trainee's to identify shortfalls in the delivery of the call.

Regards,

Scott

Scott Hayward
Principal Operations Manager
Brigade Control
London Operations Centre
Jubilee Way
Merton
SW19 3XD

From: DAVIES, THOMAS (LEGAL)
Sent: 06 February 2013 11:13
To: HAYWARD, SCOTT
Subject: FW: Control Report

Scott

Thanks for everything yesterday. A couple of issues have been raised which we will need answers to in case the Coroner wants to question any of these points:

1. Whether the supervisor training if needed should be rolled out to all staff?
Can you let me know what the new supervisor training consists of, what elements the substantive supervisors will already have covered and give a bit more detail why it isn't given to all supervisors as a matter of course or whether it is something that you think we should do?
2. We need some clarity about what refresher training takes place. Is it every other year all day (with role play and fire safety officers) and the other year computer based on watch? I'm afraid we still aren't clear about the situation. We've told the Coroner in the report that it is full day training, if it isn't we need to have a detailed answer why we've modified this position and precisely what the position re training is now.

We think training is one of the areas that the Coroner and the other parties are going to focus on, so the more information we have the stronger our stance will be.

Happy to chat, but can I also get detailed written answers that I can provide to our Counsel as well.

Kind regards

Thomas Davies
Solicitor

Legal and Democratic Services
(For Linda Armstrong – Deputy Head of Legal and Democratic Services)
London Fire and Emergency Planning Authority
London Fire Brigade Headquarters
A: Ground Floor, 169 Union Street, London, SE1 0LL
T: [REDACTED]
F: [REDACTED]
E: t.davies@london-fire.gov.uk

My reference: 7678

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Sent: 05 February 2013 10:41
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All the best
Tom
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There is a supervisors course. It was rolled out to new supervisors at end of 2010. To date three supervisors have completed as so far as only these three have been promoted in that time. It is not a requirement for require substantive supervisors to attend this course as they should have completed most of those courses which make up the new supervisor course as part of their on-going training, it is available to them but is not mandatory.

To: SHARP, CHRIS[CHRIS.SHARP@london-fire.gov.uk]; BAGNELLE, VIC[vic.bagnelle@london-fire.gov.uk]; OSHEA, NICOLA[nicola.oshea@london-fire.gov.uk]
From: HAYWARD, SCOTT
Sent: Wed 06/02/2013 2:38:58 PM (UTC)
Subject: RE: Control Report

Thank you for the quick responses.

Regards,

Scott

Scott Hayward

Principal Operations Manager

Brigade Control

London Operations Centre

Jubilee Way

Merton

SW19 3XD


From: SHARP, CHRIS
Sent: 06 February 2013 14:38
To: HAYWARD, SCOTT; BAGNELLE, VIC; OSHEA, NICOLA
Subject: FW: Control Report
Sensitivity: Confidential

Hi Scott

Answers below in blue.

Regards

Nikki O'Shea/ Chris Sharp

Assistant Operations Manager

Operational Support Team (OST)

T:

M:

E: nicola.oshea@london-fire.gov.uk

From: HAYWARD, SCOTT
Sent: 06 February 2013 13:22
To: SHARP, CHRIS; OSHEA, NICOLA
Cc: BAGNELLE, VIC
Subject: Control Report
Importance: High
Sensitivity: Confidential

Hi Chris/Nikki, A couple of issues have been raised which we will need answers to in case the Coroner wants to question any of these points:

1. Whether the supervisor training, if needed, should be rolled out to all staff? We currently do not complete supervisor training with all staff as CROs do not carryout Supervisor functions. Unless CROs were to carryout Supervisor functions on a regular basis they would more than likely forget these procedures. They would need to keep up there competencies in this area in order for the training to be effective. We feel it would not be appropriate due to the structure of the room, there is a division between operator and supervisor functions.

Can you let me know what the new supervisor training consists of, what elements the substantive supervisors will already have covered and give a bit more detail why it isn't given to all supervisors as a matter of course or whether it is something that you think we should do? Most supervisor training is on watch when gaining experience in this role. We can provide specific lessons such as mass decon on request. Currently there are training packages available to all Control staff covering specific lessons which are all up to date. We can provide the supervisor course TNA (Copy attached) which outlines the areas supervisors should be concentrating on however we can not monitor their progress. OMs are responsible for signing off the different elements. We agree that all supervisors should be given development in this role but this would have to be done on watch with assistance from trainers for lesson based training.

2. We need some clarity about what refresher training takes place. Is it every other year all day (with role play and fire safety officers) and the other year computer based on watch? A Management decision was made that Trainers and an FS Officer would provide training every other year, as with this year. In between staff will access the information we have made available which we then validate with role play. Next year staff will access the Knowledge Centre and complete the CBT packages. Just to confirm, the first FSG training in 2010 was a full days training, 2011 staff accessed PowerPoint presentations and we validated with role play, 2012 Trainers and a FS Officer provided half a days training. 2013 staff will complete the online CBT packages.

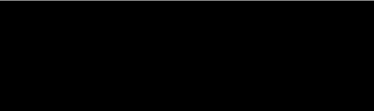
I'm afraid they are still not clear about the situation. We've told the Coroner in the report that it is full day training, if it isn't we need to have a detailed answer why we've modified this position and precisely what the position re training is now. It was a Management decision that refresher training did not need to be a full days training and could take place from 1400hrs to 1800hrs. This was to utilise the afternoon short shift and to prevent staff from being DD from watch.

We think training is one of the areas that the Coroner and the other parties are going to focus on, so the more information we have the stronger our stance will be.

As soon as possible please, but certainly by early tomorrow morning.

Thank you

Scott
Scott Hayward
Principal Operations Manager
Brigade Control
London Operations Centre
Jubilee Way
Merton
SW19 3XD



hoped. The feedback we received was that people were more concerned about making fools of themselves rather than actually benefitting from the exercise. We also did role play after the computer based refresher training in 2011. This was conducted on a one to one basis by either me or Nikki or Supervisors. Role play is an inexact way of validating training as you cannot replicate the same conditions and cover the same information each time as it is done by different trainers/supervisors.

I approached Lindsay about changing the approach for this last session of training and recorded 2 mock calls by me and Nikki for the staff to listen to and assess. The recordings were not examples of a very good call verses a bad one. There were some differences, most notably not checking if the caller could get out and why not on one of them. We also discussed the difference between one call where Nikki followed the RIF when speaking to the caller and the other she did not and only used our script. The Operators commented that the flow of the call was better when using the RIF; emphasising our message about using it every time. We supplied an assessment sheet for them to fill out when the calls were played and we went through them afterwards comparing the content. We used the RIF as a reference point for the validation sheet. Each session was taken very seriously and the feedback was positive. The staff expressed the view that they could concentrate on what was actually said and reflect on how they would approach such a call. It is agreed that the Operators job, ideally, in a FSG call is to concentrate on the caller whilst Supervisors are ensuring the mobilising and information flow is done. Having experienced doing the role play, as stated before, operators were more worried about the mechanics of mobilising which in some cases outweighed the benefits. When we were running the initial training a lot of discussion took place during the day about the forthcoming role play and how people were worried about it. I honestly believe that this had, in some cases, a detrimental effect on the whole day's training. There was one operator who refused to do it and had to do it at a later stage by me with kid gloves. It was suggested by management at the time that the more we do the role play the less worried people would be about it but of course we need to have that opportunity to do it during the year.


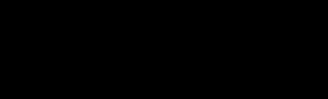
The approach we took this time in my view is role play. Nikki and me role played and the staff assessed it and were engaged in the process and were able to maintain a consistent approach throughout training.

The best form of role play has been demonstrated when we did the FSG exercise in the room. It was in context and the whole watch was involved.

Regards

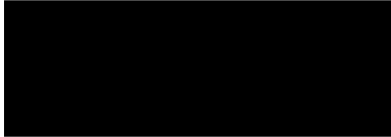
Chris

Christine Sharp
Assistant Operations Manager
Operations Support Team
London Operations Centre
London Fire Brigade

t: 
m: 

From: BAGNELLE, VIC
Sent: 07 February 2013 11:11
To: SHARP, CHRIS; O'SHEA, NICOLA
Subject: Fw: Control Report
Sensitivity: Confidential

SW19 3XD



From: OSHEA, NICOLA
Sent: 06 February 2013 15:36
To: HAYWARD, SCOTT; SHARP, CHRIS
Cc: BAGNELLE, VIC
Subject: RE: Control Report
Sensitivity: Confidential

Nikki O'Shea

Assistant Operations Manager

Operational Support Team (OST)

T:

M:

E: nicola.oshea@london-fire.gov.uk

From: HAYWARD, SCOTT
Sent: 06 February 2013 14:56
To: SHARP, CHRIS; OSHEA, NICOLA
Cc: BAGNELLE, VIC
Subject: FW: Control Report
Importance: High
Sensitivity: Confidential

Further traffic!

Whether the supervisor training, if needed, should be rolled out to all staff? We currently do not complete supervisor training with all staff as CROs do not carryout Supervisor functions. Unless CROs were to carryout Supervisor functions on a regular basis they would more than likely forget these procedures. They would need to keep up there competencies in this area in order for the training to be effective. We feel it would not be appropriate due to the structure of the room, there is a division between operator and supervisor functions.

Sorry to be a pain, I think they are asking why substantive AOM's do not do the Supervisor course which we established in 2010? If they were substantive before 2010 they would have completed an assessment centre and gained experienced on watch in which case they are considered competent in their role. They maintain their competencies by carrying out a supervisory role each tour. If there are any issues with a substantive supervisor it would be down to the OM to highlight this and request our assistance if necessary. Before 2010, in recent years, any

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substantive Supervisors had to complete a development folder within a specific time frame. T/Sups could also complete one but it was invalid after 2 years. The Sup course established in 2010 as designed for new sups not existing sups.

Can you let me know what the new supervisor training consists of, what elements the substantive supervisors will already have covered and give a bit more detail why it isn't given to all supervisors as a matter of course or whether it is something that you think we should do? Most supervisor training is on watch when gaining experience in this role. We can provide specific lessons such as mass decon on request. Currently there are training packages available to all Control staff covering specific lessons which are all up to date. We can provide the supervisor course TNA (Copy attached) which outlines the areas supervisors should be concentrating on however we can not monitor their progress. OMs are responsible for signing off the different elements. We agree that all supervisors should be given development in this role but this would have to be done on watch with assistance from trainers for lesson based training.

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Thanks

Scott

Scott Hayward
Principal Operations Manager
Brigade Control

London Operations Centre

Jubilee Way

Merton

SW19 3XD



Subject: Re: Control Report
Sensitivity: Confidential

Hi Scott.

Included below is some text from Chris explaining how we arrived at the point we are now.

The essential point to hold on to here is that the training we deliver must be effective. We have learned lots about our training delivery on this subject, year upon year, as we have moved along. The training team have taken guidance from senior managers as they have developed what we deliver, before I took up my post, and not freelanced but worked with the resources and capabilities available to us departmentally. Release of staff for whole day courses was much easier when we had many more staff to play with, two years ago, than we have now. The method of delivery in afternoon sessions was the most effective in our present circumstances, and I can say from my personal experience (I attended one of the full training sessions) that it was very useful.

I think it should also be borne in mind that we will now be programming regular FSG exercises that will provide more effective role play experience for staff than that we attempted previously.

I think it is fair to say that the terms used by Nikki in her response did not do justice to the training set up delivered.

Chris's text now.

"The form the role play element in the initial training, from my experience did not necessarily achieve what was hoped. The feedback we received was that people were more concerned about making fools of themselves rather than actually benefiting from the exercise. We also did role play after the computer based refresher training in 2011. This was conducted on a one to one basis by either me or Nikki or Supervisors. Role play is an inexact way of validating training as you cannot replicate the same conditions and cover the same information each time as it is done by different trainers/supervisors.

I approached Lindsay about changing the approach for this last session of training and recorded 2 mock (role played) calls by me and Nikki for the staff to listen to and assess. The recordings were not simply examples of a very good call versus a bad one. There were some differences, most notably 'not checking if the caller could get out' and 'why they couldn't get out' on one of them. We also discussed the difference between one call where Nikki followed the RIF when speaking to the caller and the other she did not and simply using our script. The Operators commented that the flow of the call was better when using the RIF; emphasising our message about using it every time. We supplied an assessment sheet for them to fill out when the calls were played and we went through them afterwards comparing the content. We used the RIF as a reference point for the validation sheet. Each session was taken very seriously and the feedback was positive. The staff expressed the view that they could concentrate on what was actually said and reflect on how they would approach such a call. It is agreed that the Operators job, ideally, in a FSG call is to concentrate on the caller whilst Supervisors are ensuring the mobilising and information flow is done. Having experienced doing the role play, as stated before, operators were more worried about the mechanics of mobilising which in some cases outweighed the benefits. When we were running the initial training a lot of discussion took place during the day about the forthcoming role play and how people were worried about it. I honestly believe that this had, in some cases, a detrimental effect on the whole day's training. There was one operator who refused to do it and had to do it at a later stage by me with kid gloves. It was suggested by management at the time that the more we do the role play the less worried people would be about it but of course we need to have that opportunity to do it during the year.

The approach we took this time in my view is role play. Nikki and me role played and the staff assessed it and were engaged in the process and were able to maintain a consistent approach throughout training.

The best form of role play has been demonstrated when we did the FSG exercise in the room. It was in context and the whole watch was involved."

Our training must progress and improve as we go along and at the same time be something that we can deliver within our resources effectively to achieve the desired outcome... Skilled staff able to respond to FSG situations in the best way possible.

I hope this helps Scott. Sorry Dave laid into you but perhaps we should've picked up on this report point before it was submitted.

Happy to discuss if you wish.

Regards

Vic

Vic Bagnelle
Senior Operations Manager
Brigade Control
London Operations Centre
Merton SW19 3XD



Sent from a Wireless Device

From: HAYWARD, SCOTT
Sent: Thursday, February 07, 2013 06:13 AM
To: BAGNELLE, VIC
Subject: FW: Control Report

Morning Vic,

Can you let me know who managerially changed the role play element of the FSG? This is a fundamental part of the training to confirm understanding and was highlighted in the training audit and directed by the original FSG training. Listening to mock calls as stated by Nikki is not what we expected.

I would like role play to be introduced into our training as a matter of course and not skipped over because the staff are uncomfortable with it.

Thanks

Scott

Scott Hayward
Principal Operations Manager
Brigade Control
London Operations Centre
Jubilee Way
Merton
SW19 3XD



From: OSHEA, NICOLA
Sent: 06 February 2013 15:36
To: HAYWARD, SCOTT; SHARP, CHRIS
Cc: BAGNELLE, VIC
Subject: RE: Control Report
Sensitivity: Confidential

Nikki O'Shea

Assistant Operations Manager

Operational Support Team (OST)

T:

M:

E: nicola.oshea@london-fire.gov.uk

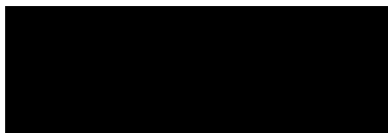
From: HAYWARD, SCOTT
Sent: 06 February 2013 14:56
To: SHARP, CHRIS; OSHEA, NICOLA
Cc: BAGNELLE, VIC
Subject: FW: Control Report
Importance: High
Sensitivity: Confidential

Further traffic!

Whether the supervisor training, if needed, should be rolled out to all staff? We currently do not complete supervisor training with all staff as CROs do not carryout Supervisor functions. Unless CROs were to carryout Supervisor functions on a regular basis they would more than likely forget these procedures. They would need to keep up there competencies in this area in order for the training to be effective. We feel it would not be appropriate due to the structure of the room, there is a division between operator and supervisor functions.

Sorry to be a pain, I think they are asking why substantive AOM's do not do the Supervisor course which we established in 2010? If they were substantive before 2010 they would have completed an assessment centre and gained experienced on watch in which case they are considered competent in their role. They maintain their competencies by carrying out a supervisory role each tour. If there are any issues with a substantive supervisor it would be down to the OM to highlight this and request our assistance if necessary. Before 2010, in recent years, any substantive Supervisors had to complete a development folder within a specific time frame. T/Sups could also complete one but it was invalid after 2 years. The Sup course established in 2010 as designed for new sups not existing sups.

SW19 3XD



To: BAGNELLE, VIC[vic.bagnelle@london-fire.gov.uk]
From: HAYWARD, SCOTT
Sent: Thur 07/02/2013 11:35:24 AM (UTC)
Subject: Re: Control Report

No don't call I will see you tomorrow.

Hope your [redacted] is on the mend
Scott

Sent from a Wireless Device

From: BAGNELLE, VIC
Sent: Thursday, February 07, 2013 11:17 AM
To: HAYWARD, SCOTT
Subject: Re: Control Report

Hi Scott.

Yes I understand. Certainly. I don't think they have really freelanced but I understand what you are saying. Talk to tomorrow or do you want me to call?

Regards

Vic

Vic Bagnelle
Senior Operations Manager
Brigade Control
London Operations Centre
Merton SW19 3XD
[redacted]

Sent from a Wireless Device

From: HAYWARD, SCOTT
Sent: Thursday, February 07, 2013 11:12 AM
To: BAGNELLE, VIC
Subject: Re: Control Report

Morning Vic,
I have just had my arse kicked about the length of the full FSG training.

In the report we say it is a full day and yet we have just carried out the training in four hours with no roleplay!

Dave was very unhappy and made it very clear to me. It makes us look unprofessional in court.

I appreciate that you have just picked this up but we need tighter control of the trainers and not let them freelance as they have appeared to have done on this occasion.

Can we discuss it at our next meeting.
Thanks

Regards,
Scott

Sent from a Wireless Device

From: BAGNELLE, VIC
Sent: Thursday, February 07, 2013 11:04 AM
To: HAYWARD, SCOTT
Subject: Re: Control Report

Hi Scott

I will research and come back to you.

Regards

Vic

Vic Bagnelle
Senior Operations Manager
Brigade Control
London Operations Centre
Merton SW19 3XD
[REDACTED]

Sent from a Wireless Device

From: HAYWARD, SCOTT
Sent: Thursday, February 07, 2013 06:13 AM
To: BAGNELLE, VIC
Subject: FW: Control Report

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Scott

Scott Hayward
Principal Operations Manager
Brigade Control

London Operations Centre

Jubilee Way

Merton

SW19 3XD

[REDACTED]

From: OSHEA, NICOLA
Sent: 06 February 2013 15:36
To: HAYWARD, SCOTT; SHARP, CHRIS
Cc: BAGNELLE, VIC
Subject: RE: Control Report
Sensitivity: Confidential

Nikki O'Shea

Assistant Operations Manager

Operational Support Team (OST)

T: [REDACTED]

M: [REDACTED]

E: nicola.oshea@london-fire.gov.uk

From: HAYWARD, SCOTT
Sent: 06 February 2013 14:56
To: SHARP, CHRIS; OSHEA, NICOLA
Cc: BAGNELLE, VIC
Subject: FW: Control Report
Importance: High
Sensitivity: Confidential

Further traffic!

Whether the supervisor training, if needed, should be rolled out to all staff? We currently do not complete supervisor training with all staff as CROs do not carryout Supervisor functions. Unless CROs were to carryout Supervisor functions on a regular basis they would more than likely forget these procedures. They would need to keep up there competencies in this area in order for the training to be effective. We feel it would not be appropriate due to the structure of the room, there is a division between operator and supervisor functions.

Sorry to be a pain, I think they are asking why substantive AOM's do not do the Supervisor course which we established in 2010? If they were substantive before 2010 they would have completed an assessment centre and gained experience on watch in which case they are considered competent in their role. They maintain their competencies by carrying out a supervisory role each tour. If there are any issues with a substantive supervisor it would be down to the OM to highlight this and request our assistance if necessary. Before 2010, in recent years, any substantive Supervisors had to complete a development folder within a specific time frame. T/Sups could also complete one but it was invalid after 2 years. The Sup course established in 2010 as designed for new sups not existing sups.

Can you let me know what the new supervisor training consists of, what elements the substantive supervisors will already have covered and give a bit more detail why it isn't given to all supervisors as a matter of course or whether it is something that you think we should do? Most supervisor training is on watch when gaining experience in this role. We can provide specific lessons such as mass decon on request. Currently there are training packages available to all Control staff covering specific lessons which are all up to date. We can provide the supervisor course TNA (Copy attached) which outlines the areas supervisors should be concentrating on however we can not monitor their progress. OMs are responsible for signing off the different elements. We agree that all supervisors should be given development in this role but this would have to be done on watch with assistance from trainers for lesson based training.

We need some clarity about what refresher training takes place. Is it every other year all day (with role play and fire safety officers) and the other year computer based on watch? A Management decision was made that Trainers and an FS Officer would provide training every other year, as with this year. In between staff will access the information we have made available which we then validate with role play. Next year staff will access the Knowledge Centre and complete the CBT packages. Just to confirm, the first FSG training in 2010 was a full days training, 2011 staff accessed PowerPoint presentations and we validated with role play, 2012 Trainers and a FS Officer provided half a days training. 2013 staff will complete the online CBT packages.

I'm afraid they are still not clear about the situation. We've told the Coroner in the report that it is full day training, if it isn't we need to have a detailed answer why we've modified this position and precisely what the position re training is now. It was a Management decision that refresher training did not need to be a full days training and could take place from 1400hrs to 1800hrs. This was to utilise the afternoon short shift and to prevent staff from being DD from watch. Yes but why? Did we refine the training to enable us to deliver the days training in 4 hours? Are the staff getting the same training they received when we used the full day, is it more intense for example? Can you be a little more specific please? When we started the training in 2010 the training itself took 7hrs including a lunch break. It was agreed that a full day was required and staff were DD from watch to allow this to happen. We were not able to DD people for the current training therefore were directed by Management to use the slot between 1400 and 1800hrs to complete it. There is not enough staff on duty from 0800hrs to 1400hrs to allow training to take place before 1400hrs. The training that we have just conducted has not changed from the initial training in 2010 i.e. the content of the presentations. The difference in the training we have just completed this time included a brief discussion on difficult calls compared to the 1hr 30mins covered in the original training. Also, instead of staff completing individual role play, we recorded mock calls and staff listened and assessed the content of each call.

Thanks

Scott

Scott Hayward
Principal Operations Manager
Brigade Control
London Operations Centre
Jubilee Way
Merton
SW19 3XD



To: BAGNELLE, VIC[vic.bagnelle@london-fire.gov.uk]; OSHEA, NICOLA[nicola.oshea@london-fire.gov.uk]
From: SHARP, CHRIS
Sent: Mon 11/02/2013 11:18:12 AM (UTC)
Subject: RE: Control Report

Hi Vic

Answers in red below

Chris

Christine Sharp

Assistant Operations Manager

Operations Support Team

London Operations Centre

London Fire Brigade

t: 

m: 

-

From: BAGNELLE, VIC
Sent: 08 February 2013 17:21
To: SHARP, CHRIS; OSHEA, NICOLA
Subject: FW: Control Report
Importance: High

Hi Ladies

Can you help me with the answers to these two questions please?

Regards

Vic

Vic Bagnelle
Senior Operations Manager
Rm 1.03
London Operations Centre
London Fire Brigade
Jubilee Way
London

SW19 3XD

t:

m:

p: BC05

e: vic.bagnelle@london-fire.gov.uk <mailto:vic.bagnelle@london-fire.gov.uk>

w: www.london-fire.gov.uk <http://www.london-fire.gov.uk/>

From: HAYWARD, SCOTT
Sent: 08 February 2013 10:02
To: BAGNELLE, VIC
Subject: Control Report
Importance: High

Hi Vic,

Can I just clarify a few points with you and the training team by Midday Monday please :

1. Can you let me know when the full day refresher training was changed to on watch?

The full days training was only the first year we did it i.e. 2010. The next training was on watch in 2011 as it was going through the pp presentations and then a short role play with either me and Nikki or a Supervisor. Of course this year was on watch

2. A Management decision was made that trainers and an FS Officer would provide training every other year, as with this year, can you let me know when this was and the grounds for the decision?

The management decision was taken by Control Management and I was told by Lindsay that it would alternate each year between Trainer led training and CBT packages.

In preparation for this years training (2012) Lindsay was directed by Scott to inform me that it must directly reflect the original training i.e. the pp presentations and FS input and not deviate. The differences were that we had a much shorter difficult calls session and we assessed the role play recordings.

Thanks

Regards,

Scott Hayward

Principal Operations Manager

Brigade Control

London Operations Centre

Jubilee Way

Merton

SW19 3XD



London Operations Centre
London Fire Brigade
Jubilee Way
London
SW19 3XD

t: [REDACTED]

m: [REDACTED]

p: BC05

e: vic.bagnelle@london-fire.gov.uk <mailto:vic.bagnelle@london-fire.gov.uk>

w: www.london-fire.gov.uk <http://www.london-fire.gov.uk/>

From: HAYWARD, SCOTT
Sent: 11 February 2013 06:18
To: BAGNELLE, VIC
Cc: DIAMOND, KEITH
Subject: FW: Control Report
Importance: High

Good Morning Vic,

I had a long conversation with Dave on Saturday with the outcomes detailed below. Can you please instruct the training team to implement the recommendations detailed and send us a timeline and plan of when this will be completed – the TNA's can be started soonest and we can discuss it with the OM's later this week?

We can discuss tomorrow or Wednesday.

Regards

Scott

Scott Hayward
Principal Operations Manager
Brigade Control
London Operations Centre
Jubilee Way
Merton
SW19 3XD

[REDACTED]

From: BROWN, DAVE (Third Officer)
Sent: 09 February 2013 15:35
To: DAVIES, THOMAS (LEGAL)
Cc: CUTBILL, TIM (DAC); HAYWARD, SCOTT
Subject: Control Report
Importance: High

Tom,

I have read the e-mail below, and have discussed the issues with Scott. As a result I have laid out below (a) what I see as our position with regards the hearing on Tuesday and also (b) what our position will be going forward in terms of the points raised.

Supervisor Training

Currently, we do not supply supervisor training for all Control Officers, as only those Control Officers who have successfully completed a supervisory assessment centre will ever carry out supervisory functions. All newly promoted Supervisory Managers will receive full training as part of their development programme.

For clarification, in addition to all newly promoted Supervisory Managers, all those successful at the supervisory management assessment centre (but not yet promoted) will receive full training. I have also instructed the management team in Brigade Control to carry out a Training Needs Analysis (TNA) of (a) all Control Officers who have successfully completed a supervisory management assessment centre, regardless of when that assessment was and what training they may have already received; and (b) all substantive AOMs, regardless of when they were promoted to AOM and what training they may have already received.

The TNA will determine the level of proficiency of each relevant member of staff against every element of the supervisors course and note whether they have previously received any training in that area and whether any further training is required. If no training has been received, or skill levels are such that retraining is required, then that training is to be arranged as a matter of urgency.

All relevant members of staff are to receive Leadership Training regardless.

Each TNA is to be recorded and placed on file.

Refresher Training

We need to be clear that there is now refresher training every year, but we also need to accept that the duration has differed. The details are listed below:

- A full days training was given in 2010 where I am informed that records show we trained 108 staff.
- A half days training was given in 2011. The reason this was a half day is due to the amount of resources required for a full days training year-on-year, and how this needed to be balanced with other training commitments as well as workload in Control. In 2011 I am informed that records show we trained 106 staff using a PowerPoint

presentation, validated with role play. Future half days training sessions will involve a CBT package. NB. This CBT package would have been used in 2011 but had not yet been fully developed.

- A full days training was intended to be delivered in 2012 but pressures of Olympic planning meant a half days training was provided, but using the same format as in 2010 i.e. a FS Officer.

In future, training will consist of alternate full days training (as specified in the report) and half day CBT packages. Therefore, in 2013, a full days training will be delivered and in 2014 a half day CBT package, then in 2015 a full day and so on...

Please contact me for any further details.

Dave Brown

Third Officer

Head of Operations, Prevention & Response

Tel: [REDACTED]

Mob: [REDACTED]