

HMFSI TRAINING OF RDS PERSONNEL - ACTION PLAN PROGRESS

										Updated		Next Update	
HMFI Recommendation	Action Ref	Action Description	Action Owner	Due Date	Revised Due Date	Status	Progress Update Commentary	% Complete	Completion Date	RAG	Evidence		
4. Initial training - The SFRS should consider the personal impact on new-entrant RDS firefighters attending their initial TTM and BA training courses and review the involvement of RDS firefighters in course design.	4.2	Implementation of a de-centralised business partnering model for training delivery.	AC Richie Hall. Moved to AC Chris Getty / GC Steven Wright Oct-22	Mar-23		Moved to BAU	<p>16 November 2022: All Instructors are now working under the same Terms and Conditions and a review will be undertaken in Quarter 4 2022/23. All courses are now delivered locally at point of need where facilities and capacity allows. A further review is being undertaken with regards to distance learning for some elements of courses which may reduce course duration. The NIP Local Senior Officer merger will make the process of local risk and local need, including for On Call personnel, more streamlined to influence course design and course delivery. The NIP Local Senior Officer merger is currently being piloted in the North Service Delivery Area and is due to be rolled out over the coming months in both East and West Service Delivery Areas respectively.</p> <p>This action remains green and on track for completion to original timescales.</p> <p>15 February 2023: This recommendation has been fully considered by the Training Management Team and discussed with Local Senior Officers (LSOs) and Service Delivery Area (SDA) Training Leads. The Training restructure has now concluded in the North and is being progressed in the East SDA though in its initial stages. The Training Vision work will now encompass this recommendation with a view to delivering training as close as possible to the source stations, and seek involvement from the On Call Forum on options to upskill and deliver maintenance training at On Call stations, supported by the Function and meet course requirements. There is a movement from annual planning to quarterly planning to allow for LSO areas to identify local needs and incorporate these into a revised delivery program by the Function.</p> <p>This work will now fall within business as usual and therefore this action should be considered for closure.</p>	100%	Jan-23	Green			
6. Initial training - The SFRS should consider the personal impact on new-entrant RDS firefighters attending their initial TTM and BA training courses and review the extent that all training centres teach to the national policy and procedures (but recognising the need for variations, due to the availability of differing equipment).	6.2	National Training Standards to be reviewed and a new electronic format introduced.	GC William Pollard. Moved to GC Todd Jan-22	Mar-22	Feb-23	Complete	<p>16 November 2022: A total of nine documents have passed through Governance with Incident Command being presented to the Functional Management Team in October 2022. Hazmat is currently under review and Large Animal Rescue has been placed on hold awaiting Policy and Operational Guidance to be published by Operations. A revised due date of February 2023 has been proposed. This timescale allows for the finalisation of Hazmat and the publication of the Policy and Operational Guidance that is required to complete Large Animal Rescue.</p> <p>This action is red as a result of the slip in original timescales.</p> <p>15 February 2023: National Training Standards review structure implemented and all documents available on SFRS iHub. All reviewed documents are progressed through Training Safety and Assurance Functional Management Team (TSA FMT) for governance. Regular course review carried out by training leads. Breathing Apparatus (BA) Training discussed bi-monthly at the BA Practitioners meeting to ensure compliance with National Training Standards (NTS) and good practice is shared. Course content and delivery is also discussed at the quarterly Training Safety and Assurance (TSA) Management Review Group Meetings.</p> <p>This action can be considered complete.</p>	100%	Jan-23	Green	National Training Standards (NTS) review structure implemented and all documents are available on the SFRS iHUB. All reviewed documents are progressed through TSA FMT for governance. Regular course reviews are carried out by training leads. BA Training discussed Bi-monthly at the BA Practitioners meetings to ensure compliance with NTS and good practice is shared. Course content and delivery methods are also discussed at the quarterly TSA Management Review Group meetings.		
12. Driver Training - The SFRS should consider providing LGV driving courses in remote and island locations to minimise the personal impact to RDS staff.	12.2	De-centralisation of business partnering model.	GC Andrew Galloway	Mar-20	Jun-23	Complete	<p>16 November 2022: In order to decentralise the business partnering model, an additional driver training instructor position has been secured in the North Service Delivery Area as part of the pilot "Rural Full Time Post Crew Commander Driving Instructor" position. Interviews are taking place in October 2022 to secure the new member of staff. This position will service the North Service Delivery Area only and will provide further capacity to rural and remote rural locations. Additional work is being undertaken to restructure the North driver training team with a view to providing a more efficient and effective means of managing the demands of the North and driver pathway.</p> <p>This action had been previously been deferred. It is now in progress with a revised due date of Jun-23 when it is expected that all roles will be in place to allow full decentralisation of the business partnering model.</p> <p>15 February 2023: The Rural Full Time Post Crew Commander Driving Instructor position has now been filled and the additional driving instructor in North Service Delivery Areas (NSDA) has been secured. Additionally, a further Driver & Vehicle Standards Agency (DVSA) Delegate Examiner position has been secured and will allow for additional capacity to be achieved in the assessment of new drivers. The restructure of the NSDA Driver Training management team is nearing completion and will see an additional WC supplement the existing WC to reduce timescales of NSDA driving pathway candidates in completing courses.</p> <p>This action is now complete.</p>	100%	Jan-23	Green	The De-centralisation of business partnering model for the NSDA is now complete. An additional 2 x Driving instructors have been appointed along with a DVSA delegate examiner. This allows for the NSDA to be completely self sufficient in LGV driver training delivery.		

<p>15. High Reach Appliance Training - The SFRS should ensure RDS firefighters are able to maintain both their core skills and high reach operational competence.</p>	15.1	<p>No action proposed at present as this is the same training standards required for all High Reach Appliance Operators and the balance of this is being monitored within LSO Areas. This will also form part of the Station Appliance Review work being progressed, which will also consider the current High Reach Appliance Strategy and ROSE Project progress prior to implementation of any related recommendations.</p>	GC Andrew Galloway	Dec-22	Complete	<p>16 November 2022: This action is progressing towards completion. A review of the current modular High Reach training programme is currently underway with a closing date of December 2022. A full update will be provided on the outcomes to establish areas that can be adapted to reduce the impact on RDS High Reach operators. This action had been previously been deferred. It is now in progress and on track for completing against the original due date. 15 February 2023: A full review of the current modular High Reach training programme has been carried out. The outcome from this review has identified that no further efficiencies can be built into the training than have already been applied. The rationale behind this decision, through consultation with all High reach operators across all duty systems, determined that increasing the timeframe between lesson and learning would see a significant skill decay and requirement for further training. The course itself was developed specifically to address the On-Call cadre of High reach operators to provide maximum flexibility essential to aid the efficient and cost-effective delivery of all Aerial Operator courses. This action is now complete.</p>	100%		Green	<p>This action is now complete. A full assessment of options available to reduce the impact of High Reach training to On-Call staff has been carried out. The results of the assessment has determined that the current modular training programme contains all the required training elements and expanding on the timescales involved would lead to significant skill decay and the need for further training.</p>
<p>21. Other Observations - The SFRS should consider introducing optional RDS manager seminars to enhance the opportunities for networking, practical training and learning.</p>	21.1	<p>SDMP (RVDS Project) members to consider cost benefit analysis of a wider introduction of seminars across the Service.</p>	Gavin Hammond	Mar-23	Complete	<p>16 November 2022: Learning and Skills Development are due to present an update with options and recommendations for On Call Development Pathways to the National On Call Leadership Forum in November 2022 which will include taught and self learning, both of which are to be accessible virtually/remotely. Final recommendations to be presented following feedback and further stakeholder engagement. This action remains green and on track for completion in March 2023. 15 February 2023: Building on good practice employed and lessons learnt during COVID in terms of On Call engagement, management seminars, networking and training, the Service "digital first" approaches, the introduction of On Call development pathways, the roll out of interactive smart screens across the On Call estate and with the Training vision work which will continue to explore the delivery of training as close as possible to the source stations to upskill and deliver maintenance training at On Call stations, this will continue to embed and improve Local Senior Officer (LSO) areas ability to identify local needs and delivery supported by the Training Safety and Assurance (TSA) re-structure. This work will continue to be explored under TSA business as usual, supported by the National On Call Leadership Forum. As such this action is considered to be complete.</p>	100%	Jan-23	Green	
<p>6. Initial training - The SFRS should consider the personal impact on new-entrant RDS firefighters attending their initial TTM and BA training courses and review the extent that all training centres teach to the national policy and procedures (but recognising the need for variations, due to the availability of differing equipment).</p>	6.1	<p>Agree process with LSOs on the allocation of training modules for each station should be aligned to the station risk profile, vehicle and equipment available.</p>	GC Stuart Watson	Mar-21	Deferred	<p>This element forms part of the scoping of the Service Delivery Model Programme (SDMP). 15 February 2023: This action remains deferred until the identification of station profiling is complete.</p>				
<p>16. High Reach Appliance Training - consider crewing the high reach appliance with members of staff using different crewing model.</p>	16.1	<p>SDMP's Station and Appliances Review Project and the associated Demand Based Duty Systems Project to consider options crewing the high reach appliance with members of staff using a different crewing model within the scope of their respective projects.</p>	AC Andrew Girrity	Mar-23	Sep-23	<p>The location, availability, crewing and duty system for special appliances will be considered as part of the wider SDMP Station and Appliance Review and Demand Based Duty Systems projects. These projects will also link with the Operational Strategy review being undertaken by the Response and Resilience function. Phase 2 of the SDMP was originally due to complete in March 2021, however due to the impact of COVID the end date stop for this has now moved to September 2021. The impact of this on Training to be looked at once further guidance is given by SDMP Station and Appliance Review Product. 16 November 2022: The Service Delivery Model Programme (SDMP) is currently critically assessing the Day Shift Duty System and Midshifts that are used at Livingston and within OC's respectfully. At this stage, outcomes will be considered in general only. The SDMP will continue to support the Operations functions by providing data that will support implementation of the Operational Strategy. This item remains deferred as it is dependent on workstreams contained within SDMP. 15 February 2023: This item remains deferred as it is dependent on workstreams contained within the Service Delivery Model Programme (SDMP). This action should remain deferred as it may be informed by outputs from the SDMP, including community risk relating to height response modelling simulations. Decisions regarding any changes to the High Reach Appliance disposition, and crewing arrangements, will reside with the Operations Function, not SDMP.</p>	50%		Amber	

1. Initial training - The SFRS should consider the personal impact on new-entrant RDS firefighters attending their initial TTM and BA training courses and review alternative venues to deliver the training.	1.1	Review Task and Task Management (TTM) Course to consider modularisation and local delivery options.	GC Lorna Yuill	Sep-20	Nov-20	Complete		100%	✓	Delivery can be facilitated in a flexible format for the full course content. Engagement with RVDS candidates will be established via recruiting managers to cite them on the rolling scheduled of national course dates to assist candidates with forward planning and securing leave from primary employment to attend. Where attendance at a national course cannot be met, the ability to deliver locally and flexibly can now be facilitated.	
1. Initial training - The SFRS should consider the personal impact on new-entrant RDS firefighters attending their initial TTM and BA training courses and review alternative venues to deliver the training.	1.2	Review local delivery options for the Breathing Apparatus (BA) elements of Red, Amber and Green (RAG) Assessments.	GC Lorna Yuill	Sep-20	Mar-21	Complete		100%	May-21	✓	This action is now complete. Delivery site options have been explored as far as practicable, however, COVID has undoubtedly impacted any potential additional access to sites out with the SFRS portfolio. Assessments are scheduled and delivered locally by local Training Instructors as near to point of candidate need as practicable.
1. Initial training - The SFRS should consider the personal impact on new-entrant RDS firefighters attending their initial TTM and BA training courses and review alternative venues to deliver the training.	1.3	Review BA Initial Course to consider modularisation and local delivery options.	GC William Pollard	Sep-20		Complete		100%		✓	The review of the BA Initial Course is now complete. The course can be delivered at a variety of venues with a view of providing the nearest suitable venue to the candidates to reduce travel. This has been supported by the completion of a pilot BA Initial Course on Western Isles, Orkney and Shetland (WIOS) Local Senior Officer area.
1. Initial training - The SFRS should consider the personal impact on new-entrant RDS firefighters attending their initial TTM and BA training courses and review alternative venues to deliver the training.	1.4	Compile and submit requests to Asset Management for any remaining BA equipment needed.	GC William Pollard	Jul-20		Complete		100%		✓	Request for BA equipment submitted via ACO. Dickie on 3 November 2020. This includes 18 x Thermal Imaging Cameras, 3 x Portable CFBT Aids (known as 'Dolls Houses'), 2 x Entry Control Boards along other miscellaneous BA equipment.
2. Initial training - The SFRS should consider the personal impact on new-entrant RDS firefighters attending their initial TTM and BA training courses and review the current timescales allocated for the training.	2.1	No action required. Response to this recommendation is captured within recommendation 1.									
3. Initial training - The SFRS should consider the personal impact on new-entrant RDS firefighters attending their initial TTM and BA training courses and review the course content and methods of delivery.	3.1	No action required. Response to this recommendation is captured within recommendation 1.									
4. Initial training - The SFRS should consider the personal impact on new-entrant RDS firefighters attending their initial TTM and BA training courses and review the involvement of RDS firefighters in course design.	4.1	Create the opportunity for Retained and Volunteer Duty System (RVDS) staff to be involved within the course creation / review process, including Training for Operational Competence (TIOC) modules.	GC Lorna Yuill	Sep-20		Complete		100%	May-21	✓	This action is now complete The RVDS Support Group is being created to support the National Retained & Volunteer Leadership Forum (NRVLF) which includes Rural Full Time Post Watch Commanders RFT WCs and this will assist with improving RVDS representation within decision making forums relating to recruitment and training. The TIOC aspect of this action will continue in action 7.2.
5. Initial training - The SFRS should consider the personal impact on new-entrant RDS firefighters attending their initial TTM and BA training courses and review the time taken in some locations to complete the remainder of the RTC operators' course where relevant.	5.1	Agree process with LSOs for ensuring that expectations for completing development pathway training are understood and agreed prior to employment and are suitably managed thereafter.	AC Rab Middlemiss	Mar-21		Complete		100%		✓	Strategic Business Partner Forum monthly meetings in place to allow LSOs and their teams to feedback and into the process.

5. Initial training - The SFRS should consider the personal impact on new-entrant RDS firefighters attending their initial TTM and BA training courses and review the time taken in some locations to complete the remainder of the RTC operators' course where relevant.	5.2	Review RVDS Contract of Employment to ensure that expectations for completing development pathway training are understood and agreed prior to employment.	Geri Thomson	Mar-21		Complete		100%	May-21	✓	This action is now complete as RVDS contracts of employment now state: <ul style="list-style-type: none"> The successful completion of the initial Task and Task Management training course The successful completion of an initial Breathing Apparatus course, normally within 12 weeks of start date (or in exceptional circumstances a maximum of 24 weeks from start date), as part of the criteria for progression to the Firefighter (Development) status and rate of pay
6. Initial training - The SFRS should consider the personal impact on new-entrant RDS firefighters attending their initial TTM and BA training courses and review the extent that all training centres teach to the national policy and procedures (but recognising the need for variations, due to the availability of differing equipment).	6.3	Training notes to support NTS to be created where appropriate.	GC Mark Gallacher	Mar-23		Complete		100%	Aug-22	✓	All training notes, lessons plans and associated reference materials are now available via the Training Standards section on LCMS. This promotes consistently across all sites whilst providing potential options for remote learning to reduce personal impact on new entrants.
6. Initial training - The SFRS should consider the personal impact on new-entrant RDS firefighters attending their initial TTM and BA training courses and review the extent that all training centres teach to the national policy and procedures (but recognising the need for variations, due to the availability of differing equipment).	6.4	A Training Quality Assurance process and audit programme to be devised and introduced with good practice shared across the Service.	GC Graeme Hay	Mar-20		Complete		100%		✓	Training Delivery Assurance Policy and Procedure in place.
7. Maintenance of Skills - the SFRS should consider the content and relevance of RDS TIOC packages, and amend accordingly.	7.1	Combination of appropriate sets of modules.	GC Jamie Thrower	Mar-21	Mar-22	Complete		100%		✓	The new SFRS Training for Operational Competence Framework delivers up to date risk based modules and also allows local management teams to remove or add modules due to the risk profile of the station area. This is now complete and an ongoing project. Appropriate modules have been combined to streamlined and reduce repetition. This will continue as the next phases (years 2 and 3) of the new TIOC maintenance modules are designed (opportunities for merging modules are part of the design brief).
7. Maintenance of Skills - the SFRS should consider the content and relevance of RDS TIOC packages, and amend accordingly.	7.2	Creation of "LITE" modules for maintenance phase use.	Andy Scott	Mar-23		Complete	18 May 2022: The new SFRS Training for Operational Competence delivers maintenance modules and went live on the 4th April 2022. This action remains green and has now been completed.	100%	May-22	✓	
8. Maintenance of Skills - the SFRS should consider engagement with RDS staff when developing TIOC packages in the future.	8.1	No action required. Response to this recommendation is captured within recommendation 4.									
9. Maintenance of Skills - the SFRS should consider the availability and suitability of IT resources at RDS stations to support training;	9.1	Engage with ICT to explore Single Sign-on functionality	Andy Scott	Jan-21		Complete		100%		✓	Scoping exercise is now complete. Single Sign-on functionality is not available currently. However, this will be included as a functional specification via the People, Training, Finance & Assets (PFTA) Project.

9. Maintenance of Skills - the SFRS should consider the availability and suitability of IT resources at RDS stations to support training;	9.2	Explore options for interlinking through the Finance, People & Training Systems Group	Andy Scott	Apr-24	Moved to BAU	17 August 2022: Sessions with the People, Training, Finance and Assets System Programme team continue with the focus being on the scope of requirements from the Training Function. Following this phase, the Function will then begin to document their functional requirements. This action is progressing and remains at green. 16 November 2022: There is clear evidence that the HMFSI recommendation has been given due regard and through attendance at a number of User Intelligence Groups (UIG), supplier engagements sessions, and with the scoping and documenting of functional requirements, the opportunities to explore the interlinking of E-Systems has now been achieved. The Training function will continue to be represented on the User Intelligence Groups, People Training Finance and Assets (PTFAS) Project & Programme Board as well as providing two members of staff who have been seconded to the programme. Ongoing progress will now be monitored by the Training Functional Management Team (FMT) and treated as business as usual. This action is green and complete.	100%	Nov-22	✓	17 August 2022: Sessions with the People, Training, Finance and Assets System Programme team continue with the focus being on the scope of requirements from the Training Function. Following this phase, the Function will then begin to document their functional requirements. This action is progressing and remains at green. 16 November 2022: There is clear evidence that the HMFSI recommendation has been given due regard and through attendance at a number of User Intelligence Groups (UIG), supplier engagements sessions,
9. Maintenance of Skills - the SFRS should consider the availability and suitability of IT resources at RDS stations to support training;	9.3	Seek to improve broadband capacity at RDS stations in the new Wide Area Network (WAN) contract	Greg Aitken	May-21	Complete	17 August 2022: Only five sites outstanding now, four of which have delivery dates in the next few weeks and one of which may take a bit longer. This item remains green due to the progression of work. 16 November 2022: This improvement work has been rolled out to all stations, with the work at the last remaining site having now been completed. This action has changed from red to green as a result of the work now being completed.	100%	Nov-22	✓	
10. Maintenance of Skills - the SFRS should consider reviewing the method for assessing competence;	10.1	Explore the potential for the completion of e-learning assessment to automatically update pdrPRO account and establish options for any identified improvements.	Andy Scott	Mar-21	Complete		100%	May-21	✓	This action has been explored and the functionality to update assessment attempts for the Flexi Duty Officer cadre of staff has been achieved, this cannot be extended to all uniformed personnel on the PDRPro system at the moment. However, this will be considered as part of the functional specification for Training systems within the PTFAS project. The People, Training, Finance and Assets System (PTFAS) Project is now fully underway with relevant People & Training Systems Sub-Group and User Intelligence Group process and supplier engagement for the People & Finance Systems elements. The completion for this work is April 2024.
10. Maintenance of Skills - the SFRS should consider reviewing the method for assessing competence;	10.2	Review methods of assessing technical competence so as not to rely solely upon electronic assessments and establish options for any identified improvements.	Nicole Mulvey	Mar-21	Jul-21	Complete	100%	Nov-21	✓	The review is now complete and will progress through Training governance structures for approval.
11. Maintenance of skills - the SFRS should consider the delivery of more practical training for RDS staff with a reduction in theory content.	11.1	Guidance to be introduced which outlines the expected use of training packages and re-directs focus upon practical application training.	GC Jamie Thrower	Mar-21	May-21	Complete	100%	Jul-21	✓	https://ihub.firescotland.gov.uk/download.cfm?doc=docm93ijim4n17963
11. Maintenance of skills - the SFRS should consider the delivery of more practical training for RDS staff with a reduction in theory content.	11.2	Take elements from MOI course to create learning modules accessible to all (including RVDS).	Nicole Mulvey	Mar-21	Jul-21	Complete	100%	Nov-22	✓	

12. Driver Training - The SFRS should consider providing LGV driving courses in remote and Island locations to minimise the personal impact to RDS staff.	12.1	The SFRS should consider providing LGV driving courses in remote and Island locations to minimise the personal impact to RDS staff.	GC Andrew Galloway	Mar-23	Complete	Whenever possible, the option to deliver the course locally is considered. However, this is not always possible due to the negative impact on the limited capacity available within the small pool of driver trainers. This will also be impacted by pending legislative changes to the Road Safety Act 2006 (Regulation 19) which dictates a minimum course duration of two weeks with a 2:1 student / driver ratio. A further update will be provided at the next reporting period. 16 November 2022: Agreement has been reached via the National Fire Chiefs Council Driver Training Advisory Group and the Department for Transport (DfT) to allow a reduced timescale "Scottish island speed training course" be delivered to Island based staff. This involves a reduced course duration of 40 hours to be applied on Island locations, but with restrictions on the currency of the Emergency Response Driving (ERD qualification being limited to the Island only). Engagement sessions will be held with Island based station management teams, to identify and assess the requirement of staff to utilise the speed exemption associated with an Emergency Response Driving (ERD) qualification (and subsequent Road Safety Act - Section 19 requirements), based on road networks, infrastructure, response times and road safety. The outcome from these engagements sessions and assessments will allow for further discussions to take place and identify additional measures that could be applied to reduce the personal impact on SFRS On Call staff. As can be seen from the update above, due consideration has been given to this action with island specific training planned. This action is green and now complete.	100%	Nov-22	✓		
13. Driver Training - The SFRS should consider using third party providers to deliver LGV training.	13.1	No action required. Response to this recommendation is captured within recommendation 12.									
14. Driver Training - The SFRS should consider delivering EFAD training courses on remote islands to reflect topography and risk.	14.1	No action required. Response to this recommendation is captured within recommendation 12.									
17. Incident Command Training - The SFRS should provide initial ICL1 command courses for RDS staff with IC responsibilities.	17.1	Modularised version of the ICL1 course to be reviewed by Training Function and LSO Areas with implementation based on findings.	GC Stuart Watson	Mar-21	May-21	Complete	11 August 21: Following the recent successful pilot course that was delivered in Western Isles, Orkney and Shetland, this recommendation and subsequent action is deemed to be 100% complete. It should be noted, however, that further Local Senior Officer Areas will be identified and asked to facilitate more courses based upon local requirements which will allow for future local adjustments and recommended changes to the course. This action remains green.	100%	Aug-21		
18. Incident Command Training - The SFRS should provide alternative venues and delivery methods for the initial ICL1 command course.	18.1	No action required. Response to this recommendation is captured within recommendation 17.									
19. Incident Command Training - The SFRS should develop a quality assurance process for the delivery of ICA and ICL1 courses.	19.1	Extend Quality Assurance process to incorporate ICA Course training delivery.	GC Stephen McCurry	Mar-21		Complete		100%	Aug-20	✓	Training Delivery Assurance Policy and Procedure in place.
20. Other Observations - The SFRS should review the current arrangements across the Service for RDS training support and the standard of training being delivered, and where relevant, share good practice.	20.1	A Training Quality Assurance process and audit programme to be devised and introduced with good practice shared across the Service.	GC Graeme Hay	Mar-21		Complete		100%	Aug-20	✓	Training Delivery Assurance Policy and Procedure in place.
22. Other Observations - The SFRS should utilise the exit interview process with RDS staff to better understand their reasons for leaving to implement improvements to the RDS training environment.	22.1	Analysis of the collective reasons for leaving the SFRS and the production of a supporting action plan.	Mary Corry	Mar-21		Complete		100%	Aug-20	✓	Exit Interviews Policy and Procedure in place.
22. Other Observations - The SFRS should utilise the exit interview process with RDS staff to better understand their reasons for leaving to implement improvements to the RDS training environment.	22.2	Implementation of Action Plan to deliver identified improvements.	Mary Corry	Mar-22		Complete		100%	Aug-20	✓	Training Delivery Assurance Policy and Procedure in place.