

		ACTION/OWNER
	<p>Leadership, Governance and Corporate Capacity</p> <p><i>How well are outcomes for local citizens being achieved?</i></p> <p>1. Is TWFRS actively pursuing means to influence all of the outcomes that it would be well placed to deliver for communities? (eg wider Health and Wellbeing)</p> <p>Continue to explore ways of improving access to vulnerable people data to further enhance targeting of resources.</p>	CFO/SMT
	<p>Leadership, Governance and Corporate Capacity</p> <p><i>How effective is the leadership and governance and consideration could be given to how this might be achieved?</i></p> <p>2. Consider the benefits of formalising the Authority's involvement in longer term corporate planning at an earlier stage.</p> <p>3. Consider formalising the role and responsibilities of a Chief Executive and Chief Fire Officer position to better reflect existing Member-Officer arrangements and relationships operating in other Fire and Rescue Authorities.</p>	CHAIR/VICE CHAIR CHAIR/VICE CHAIR
	<p>Leadership, Governance and Corporate Capacity</p> <p><i>How effective is the organisational capacity to meet current requirements and future needs?</i></p> <p>4. Moving forward the Service could consider the development of more on-call firefighters.</p> <p>The Service could explore new ways of working for operational provision as part of implementing the review of operational response.</p>	CFO Complete – part of implementation of response review

5.	The Service may wish to further explore opportunities to maximise efficiency and increase capacity through greater collaboration with partners.	CFO/SMT
6.	Review the first and second call command arrangements to better reflect Gold (strategic) and Silver (tactical) resourcing.	CFO
7.	Review the provision of FDOs and better utilise the capacity of Day Duty station managers.	ACO Lowther
KAA's Community Risk Management and Prevention		
8.	Consider ways of strengthening the communication across the private rented sector accessing the most vulnerable.	AM Gardner
9.	Explore greater use of volunteers as part of the longer term community safety strategy.	SMT
	Continue to explore ways of improving data sharing protocols to enhance the targeting of the most vulnerable in community.	AM Gardner
	Consider further engagement in the wider Health and Wellbeing agenda across all districts.	AM Gardner/AM Pratt
10.	Quantify and qualify the actual risk based work load associated with prevention activity over the longer term.	SMT – organisational review
11.	Explore whereby it encourages FRA members and Local Authority officers to look at selective licensing schemes for private routes to include CFS interventions.	AM Gardner
KAA's Protection		
12.	Continue to develop the process of migration to the new competency framework for Protection staff.	AM Gardner

<p>13.</p>	<p>KAA's Response</p> <p>P and R process may need to be reviewed in order to reduce duplication and capture potential gaps (eg overlap with training and development, does P and R inform training and policy development?)</p>	<p>CFO</p>
<p>14.</p>	<p>Future changes to operational response may require a revised command and control philosophy, P and R process, and Incident Command Training.</p>	<p>AM Griffiths/AM Robson</p>
<p>15.</p>	<p>KAA's Health & Safety</p> <p>Consider the introduction of senior accident investigators, and/or a regional approach to providing this level of investigative skill and knowledge.</p>	<p>ACO Brindle/AM Griffiths</p>
<p>16.</p>	<p>Consider the formal adoption of a policy statement on operational risk philosophy regarding (i) risk appetite and operational discretion and (ii) provide appropriate training and assessment.</p>	<p>ACO Lowther/AM Robson</p>
<p>17.</p>	<p>KAA's Training and Development – HR</p> <p>The Service may wish to look at this more closely, by integrating Workforce Development Strategy, L&D Strategy and Equalities Strategy into an overarching people strategy.</p>	<p>ACO Baines/AM Robson</p>
<p>18.</p>	<p>KAA's Call Management and Incident Support</p> <p>Explore opportunities to optimise available capacity (eg internal and external opportunities).</p>	<p>CFO/SMT</p>

19.	The team would encourage TWFRS to consider closer working with other authorities and agencies to realise mutual benefits. This may be helpfully underpinned by TWFRS considering how it might utilise any spare capacity in any formulation of future staffing structures.	CFO/SMT
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