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HELA

Regulators Development Needs Analysis Implementation

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Issue

1. The implementation of the RDNA Tool, specifically:

    - progress with, and initial response to, RDNA briefings;

    - arrangements for on-going support and governance; and

    - next steps

Recommendation

2. HELA is invited to:

    - note progress of launch and initial response (Paragraphs 5 to 10 and Annex 1)

    - consider how HELA can support an initial and ongoing communication and engagement plan to support LAs and help ensure the RDNA benefits are realised (Paragraphs 11 and 12)

    - note plans for on-going support and senior management / partnership oversight, including consideration of a HELA member to join the RDNA Board (Paragraphs 13, 14 and Annex 2).

Background

3. The Competence Project has developed and delivered competence standards for regulators of health and safety, and a process and supporting tools for application of these in prioritising and targeting training and development in line with regulators' specific roles, and therefore in line with business need.

4. The RDNA systems and arrangements were made available to HSE's Hazardous Installations Directorate in November 08, and to its Field Operations Directorate and LAs throughout January 09, via 15 regional launch and briefing events.

Feedback from RDNA Launch and Briefing events

5. 13 joint FOD/LA events were held, plus one each for HID and Construction Division. **Annex 1** provides an overview of feedback from validation sheets – the detailed feedback by event is available if required. Following each event delegates were sent a link to the RDNA web site (which includes access to the RDNA tool and related guidance), and sent/offered briefing packs for Managers and their teams. (LAs were first emailed to ask for confirmation of their intention to apply the RDNA within their LA).

6. The associated Guidance for Regulators Information Point (GRIP system) was introduced in concept, as a work in progress.

7. The events, as well as the products and approach they introduced, were received extremely positively. In terms of their status, there was a dual message: for HSE, the RDNA tool, the process for its application, and the procedures for development objective setting, activity planning, tracking and monitoring were presented as replacement for existing development arrangements, and the way in which development needs will be identified and addressed from now on. For LAs, the competence framework upon which the RDNA is based was presented as the agreed standard for health and safety regulators, the adherence to which was part of Section 18 Standard compliance. The RDNA tool was offered as a user-friendly way to apply the standard, and the other tools (GRIP, RDNA Learning Logs, web and community sites) were offered as further support.

8. The events were designed to be interactive, providing practical scenarios to walk through and discuss in syndicates, and adequate time to hear feedback from the floor on what had been presented, and conclusions from exercises and discussions. The feedback has been captured and summarised and added to the RDNA Community Site. It indicates a groundswell of support and enthusiasm for the approach, and expectation that it will be properly supported and sustained. There were some pleas in this respect, which are set out below, along with some key points made consistently at the events:

    i.   There must be sufficient support in place to sustain these systems, eg to keep GRIP updated and ensure the RDNA feedback is reflected in L&D provision.

    ii. This must be expanded for use by Food teams – EHOs should not be subject to multiple approaches and this can only be securely embedded if it applies beyond health and safety. (Anecdotally, one of the LA teams reported having piloted the regulatory skills within the RDNA tool with the Food team and found 80% relevance).

    iii. LAs may require some help in embedding the RDNA into existing arrangements for development and appraisal. Managers were largely in favour of selling the benefits upwards and sidewards, as well as to their teams, but requested some central intervention to support this – as an initial step, a senior level partnership communication to put this on the radar of CEOs and elected members would be very useful.

LA Take up

9. Despite the very positive response to the launch and briefing events, we don't yet have a good feel for the likely early, or later take up of the RDNA. We do know that:

    • 392 LAs attended the briefings (including some county LAs)

    • of these, 134 confirmed they would be applying the RDNA this year and requested packs

10. This leaves 258 LAs represented at the events, which have not as yet confirmed they will be applying the RDNA this year and approximately 28 that were not represented at the events.

Next Steps

Supporting RDNA implementation in LAs:

11. The RDNA team will be developing communications plans targeted at supporting and encouraging the 4 groups of LAs set out in paragraph 9. As part of this, HELA is asked to consider how it may contribute, and specifically to consider the feedback in paragraph 8 (iii).

Promoting a consistent approach across LA Regulatory Services:

12. Competence is a key strand in the LBRO's "World Class" work and an LBRO-led WG is in place, to take forward this agenda. It has responded very positively to an RDNA presentation and the RDNA Board which will replace the Long Term Training Needs Board, will include LBRO representation to ensure on-going development is coordinated.

New Governance Arrangements:

13. The RDNA (AKA Competence Project) team has been directed and supported by the Long Term Training Needs Board (LTTNB), comprising LAU, CIEH, REHIS, LACORS and user representatives from LAs, as well as a linked PB representing senior managers from each of HSE's Operational Directorates, and HR. The project formally closed on 25 February 09 (Closure Report available on request). At its closure meeting, the LTTNB agreed the terms of reference for a Partnership Steering Group to provide on-going management and partnership oversight and support to the RDNA. The draft ToR are set out in **Annex 2**.

RDNA Support Arrangements:

14. A permanent RDNA team is being set up to provide on-going support, including a help desk. Partnership Managers and LAU will also continue to provide an important role in supporting HSE and LA staff and managers in applying the RDNA and achieving the benefits from its application.

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Annex 1

Overview of RDNA Event Feedback

All Events 12th to 30th January 2009

	Strongly Agree	Agree	Disagree	Strongly Disagree	Totals
	1	2	3	4	
1. Objectives	241	298	42	15	596
2. Training	221	315	54	6	596
3. Handouts	196	323	69	8	596
4. Relevance	346	185	49	16	596
5. Pace	246	278	60	12	596
6. Venue	297	202	76	21	596

RDNA Briefing Events 12th to 30th January 2009
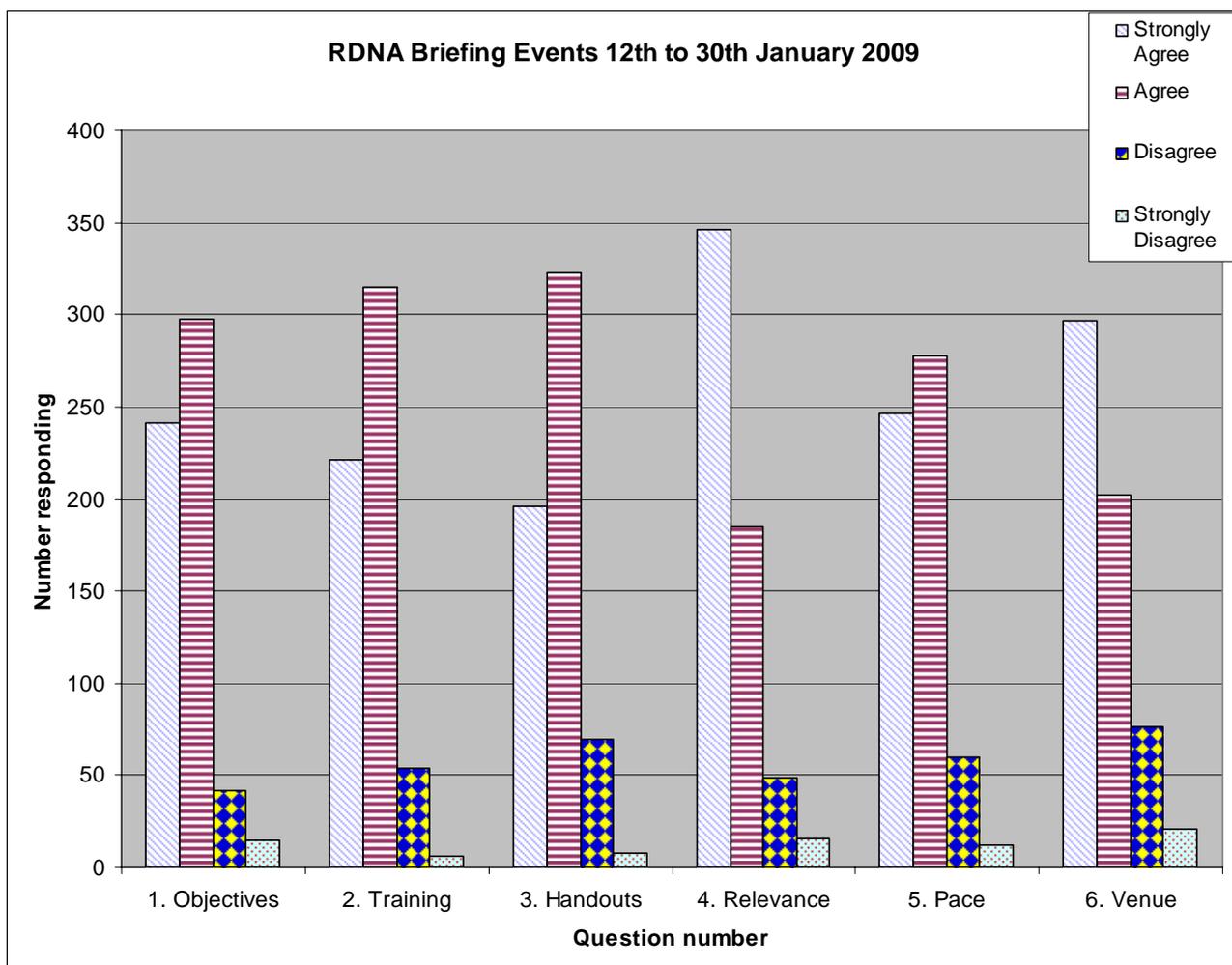
Annex 2

RDNA Board – Terms of Reference

Purpose

15. The RDNA Board will provide senior and partnership management oversight and support to the RDNA process, and the application and development of the competence framework. It will provide the authority and influence made available from a joined up approach of the partnership organisations.

Membership

16. Its membership will comprise
   - LACORS (Charlotte Mellor or Charles Loft)
   - REHIS (Kevin Freeman)
   - CIEH (Tony Lewis)
   - HELA Member (to be invited)
   - Partnership Champion (Marcia Davies)
   - RDNA Team Manager (Andy Gay)
   - Local Authority Unit (Gerry Kasprzok)
   - Partnership Managers Forum Chair (Max Walker)
   - LBRO (Wendy Rimmer)

Roles

17. Its primary role will be to:
   - authorise significant change request or further development proposals which affect either the functionality and use of the RDNA tool, or the RNDA core framework
   - lead and help to deliver a communications strategy and plan which will ensure on-going support, interest and momentum to help secure the RDNA benefits across LAs and HSE
   - hold accountability for the realisation of RDNA benefits, including evaluation
   - provide management and partnership oversight of GRIP (Guidance for Regulators Information Point)
   - review RDNA feedback and make recommendations for training and development priorities
   - support and facilitate sharing of expertise, resources and ideas across LAs and HSE in relation to regulatory competence and meeting development needs (development and innovation)
   - support and promote a consistent approach to health and safety competence standards, and promote the benefits of its wider development and application across Local Authority Regulatory Services (specifically to the work of LBRO's World Class Coalition Competence WG).

Team

18. The supporting team will include:
   - Gordon Jones, RDNA Manager (and administrative support from HSE)
   - Paul Kloss, LAU
   - User Representatives (tbc)

Working Arrangements

19. Working arrangements will include:

- Quarterly meetings (more often if there is a need) arranged by the RDNA team
- RDNA Manager to provide draft agenda for agreement 2 weeks prior to meetings
- RDNA Manager to provide quarterly feedback on use of RDNA tool, GRIP updates, help desk queries and other feedback from users, feedback from Partnership Managers, and review of communications
- Meetings will be held for specific issues such as feedback from annual RDNA process, review of significant requests for change, and other issues as they arise.

Reporting

20. The RDNA Board will provide reports to HELA at minimum once per year, and when significant and relevant specific issues arise.