Recommendation 9
HM Inspector recommends that by October 2008 ACPO with the support of Skills for Justice develops and implements a professional register for CBRN trained staff.
Benefit: Medium Gain
Penalty: Medium Risk
Investment: Nominal Investment

Recommendation 10
HM Inspector recommends that by December 2007 the service through the ACPO portfolio holder develops a National intelligent client CBRN training forum.
Benefit: High Gain
Penalty: High Risk
Investment: Nominal Investment

Recommendation 11
HM Inspector recommends that by December 2007 the CD-ROM produced by the Centre is validated in order to ensure that it is fit for purpose. Once complete all relevant staff should view the DVD and this action should be recorded and audited in all forces.
Benefit: High Gain
Penalty: High Risk
Investment: Intermediate Investment

Recommendation 13
HM Inspector recommends that by April 2008 the ACPO Portfolio holder develops and implements a CBRN evaluation strategy based on the overarching national evaluation strategy.
Benefit: High Gain
Penalty: High Risk
Investment: Nominal Investment

Silver Training Needs Analysis

Recommendations, Aims and Learning Outcomes

1.   Following our analysis we propose the following recommendations:

2.   The responsibility for providing lead Silver Command at a CBRN incident or operation needs to be clarified.

3.   The roles and responsibilities of Silver Commanders from all of the agencies involved in a CBRN response need to be clarified and how they will operate within a multi-agency response.

4.   The roles and responsibilities of specialist advisors available to attend CBRN incidents should be clearly defined.

5.   That the aim and learning outcomes of the course reflect the views of , stakeholders in the manner proposed on page 9

6.   That a database of specialist and tactical advisers able to support Silver be developed.

7.   That having resolved the concerns about such a policy, the course becomes pass/fail, initially in terms of a knowledge test and in the longer term of the assessment of skills.

8.   That the knowledge and understanding objectives of the course be achieved by completion of a distance-learning unit completed prior to attendance on the course. In the longer term this unit be available and completed using ICT.

9.   That knowledge component of the course be developed based on material provided by subject matter experts re-designed by learning specialists in a distance learning format.

10.   That the practical training be delivered to regional teams in order to assist with building local networks, regional relationships and capability.

11.   That the CBRN Centre devise a clear set of pre-attendance criteria including evidence of previous Silver Command experience and in-house training in the wearing of PPE.

12.   That the course be built around a series of case studies and practical incidents moving from relatively low level incidents to more complex and serious incidents.

13.   That consideration be given to including a "conventional" terrorist attack within the practical training and to apply the lessons learned from the response to these incidents to a CBRN incident.

14.   That CBRN Silver Commanders be required to update their knowledge and demonstrate maintenance of their skills and abilities by way of attending and passing an annual refresher event.

15.   That the Centre maintains a register of qualified Silver Commanders.

16.   That the key documents needed to inform and support the distance learning component be made available on a CD Rom prior to attendance at a training event together with a guided reading list.

17.   That consideration be given to rationalising the course binder into a more user-friendly format and that the content is focused on the more strategic and tactical knowledge that Silver Commander needs.

18.   That a knowledge base be developed drawing on current relevant academic literature.

19.   That the aims and expected learning objectives of the course be refined to meet the findings of this analysis and that the objectives reflect the skills profile required of CBRN Silver Commanders (see pages 34 - 35)

20.   That the subject matter experts employed to provide the course content devise likely scenarios and potential model responses which can be used to build a tactically sound response

21.   That the knowledge and understanding required by the NOS for responders be used as a point of departure for developing the knowledge and understanding requirements for CBRN Silver command NOS.

22.   That the (police) role profile of Silver be overtly contextualised for CBRN incidents and operations.

23.   That the Centre considers adopting the model and proposed aim and learning outcomes described on page 33.

Gold Evaluation Recommendations

'A' Recommendations

(Those which relate to achievement of the aim and learning outcomes of the course)

A1   The Pre Course Materials should include an overall aim and learning outcomes, each of the modules or sections should include supporting aims and learning outcomes and the materials should be written in a consistent format which is suitable for distance learning.

A2   The pace of the scenario should more closely reflect real time operational practice.

A3   The media aspect of the scenario should be reviewed so that delegates are required to produce and implement a media strategy, to be tested in respect of their strategy and for it to be critically reviewed.

A4   The course should include a speaker who has experience of performing the role of Gold CBRN Commander or an experienced Gold Commander who has attended the Gold CBRN Commanders' Course and of using this person as a critical observer during the scenario.

A5   The content and process of the Strategic Advisory Group exercise be reviewed.

A6   The content and process of the Incident Update be reviewed.

A7   The content, process, method of delivery and learning intentions of the Threat Assessment be reviewed.

A8   The   system be reviewed with particular reference to the potential for greater interaction with Silver and COBR.

A9   Strategies developed by delegates are systematically rigorously tested and qualitative feedback is given.

A10   The course aim should be reviewed so that it reflects the Gold Command structure that will operate in practice.

A11   The Learning Outcomes should be reviewed and consideration be given to ensuring that the knowledge based outcomes be achieved by completing Pre Course Materials.

A12 More stretching Learning Outcomes should be developed in respect of the presentations in which the speakers should be encouraged to develop delegates' knowledge after reading the Pre Course Materials.

A13 An Assessment Strategy should be developed and included in the course materials so that delegates will be aware of how attainment of the Learning Outcomes will be achieved.

'B' Recommendations

(Those which reflect good practice but are not related to achievement of the aim and learning outcomes of the course)

B1 That a Performance Needs Analysis be undertaken, that this includes a detailed stakeholder analysis and that the findings be used to refine the course.

B2 Student accommodation should comprise at the very minimum bedrooms with en suite facilities together with adequate room for study so that all delegates remain co-located throughout the duration of the course.

B3 Training accommodation should comprise purpose built facilities which meet all of the needs of Gold Command training in order to provide an effective learning environment.

B4 Those attending this course should be asked to return to assist in future courses to aid the new delegates and update themselves on CBRN strategy.

B5 Consideration should be given to including intelligence and background information regarding the scenario within the Pre Course Materials.

B6 Delegates should be made aware that completion of the distance learning materials are an integral part of the course and a necessary process in developing the required levels of knowledge for the course.

B7 The perceived problems of CBRN Gold Command identified by delegates at the start of the course or at the end of course feedback be systematically captured for inclusion in subsequent iterations of the scenario.

B8 All speakers should be assisted to set out the aims and learning outcomes in their respective presentations.

B9 Consideration be given to holding a one day workshop for all speakers on the course which could be used to share good practice, identify opportunities for

cross referencing content, explain the Centre's policies and to build a team ethos. (This could be done during the next course)