





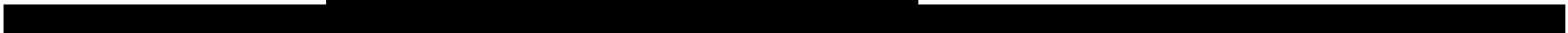
## Sportscotland

### Internal Inquiry Recommendations: Glenmore Lodge Management Response – progress report as at May 2014

Report Ref	Recommendation	Management Response	Progress update	Responsibility	Timescale
158.1	Heuristic traps continue to be highlighted for those venturing into Scottish hills in winter through formal Glenmore Lodge winter programmes and support for the SAFOS avalanche education initiative.	Heuristic traps are an integral part of the avalanche education programme and we continue to work closely both with SAIS and the recent SAFOS education initiative to continue to develop awareness. Initial stages of the initiative will be completed by December 2013.	<p><b>The Glenmore Lodge avalanche talk has been updated based on the new SAFOS Avalanche Awareness Principles. Heuristics feature as an important part of this.</b></p> <p><b>The SAFOS education initiative is progressing, with roll out of the leaflet in Feb 2014 (Be Avalanche Aware)</b></p>	  	complete
158.2	Awareness of Chalamain Gap as a potential Terrain Trap must be reinforced for the next generation of mountaineers and instructors working in the Cairngorms.	SAIS has a map of recorded avalanches and this will be added to this in advance of winter 2013/14 and made available through their website and this is used as a key resource for GL instructors.	<b>The Chalamain Gap avalanche incident is identified in the online avalanche map resource on the SAIS website. This was added on the day of the avalanche. The avalanche map resource is openly accessible to the public and GL staff.</b>		complete
158.3	Glenmore Lodge continues to enable Instructors to have easy access to a range of opinions and views on the safety of	The process of the morning meeting (as defined in the updated terms of reference) ensures this access takes place together with the	<p><b>Complete – see section 13.1 of new operational guidelines.</b></p> <p><b>A proposal to extend the</b></p>		complete

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	specific winter training venues.	introduction of an Unusual Occurrence Board and Training Diary – in place for winter 2013/14. Feasibility study underway around the creation of a purpose built instructor briefing area which will be available both morning and evening – anticipated during 2014/15.	<b>instructor office space has been made to the sportscotland Estates Group for investment in 2014/15.</b>		<b>complete as far as possible (meeting scheduled for 26 May 2014)</b>
<b>161.4</b>	The cumulative knowledge of Scottish avalanche activity including accounts from those involved should be made more readily accessible to the mountaineering public, e.g. as referenced in the book "Chance in a Million".	As outlined in 161.2, SAIS currently hold this information in their database. Discussions being held with SAIS around how to improve accessibility.	<b>All the recorded avalanches that were contained in the SAIS database (approx. 3500) are identified in the publicly accessible Avalanche Mapping resource on the SAIS website</b>		<b>Complete</b>
<b>161.5</b>	Thought should be given to how subtle changes on the SAIS avalanche hazard dart board graphic, such as a lowering of height on the altitude rings, can be further highlighted.	SAIS will be asked to consider the practicalities and potential benefits of this prior to the winter 2013/14 period.	<b>We would recommend that the SAIS reports are considered thoroughly on a daily basis, that graphics and text are noted collectively and that previous reports are considered on a continual basis throughout the winter and that any persistent weaknesses or particular hazards are assimilated and discussed on a daily basis.</b>		<b>complete</b>

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			<p>The online SAIS avalanche report contains the previous 7 days Avalanche reports and a weekly snowpack summary which provides historical snowpack information and should be referenced.</p>		
<p><b>58.6</b></p>	<p>Where gaps in the knowledge and awareness of a number of experienced mountaineers is highlighted by an incident (e.g. the scale of the Chalamain Gap avalanche) opportunities are created for all mountaineers to enhance their knowledge and understanding.</p>	<p>This reinforces the importance of sharing the facts and learning from incidents in a transparent and timely manner and there is evidence that we did this in this incident and since (adverse incidents to be defined).</p>	<p><b>This is now included in the end of season review and pre-season instructor induction training/reviews.</b></p>	<p>█</p>	<p><b>complete</b></p>
<p><b>159.1</b></p>	<p>When those on the IDS are used in an assistant instructor capacity they should be subject to relevant and appropriate induction and continuous professional development, in line with other instructors at Glenmore Lodge. For instance, the involvement of trainee instructors in</p>	<p>This has now been built into our formal processes.</p>		<p>█</p>	<p><b>Complete</b></p>



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	relevant aspects of the instructor Winter Induction day should be considered.				
<b>160.1</b>	Where there are gaps in a freelance instructor's employment during the winter, they continue to be given all the necessary support and information bringing themselves back up to speed with the prevailing and historic weather and snowfall patterns and that this is reflected in a formal process.	This is in development and will be in place prior to winter 2013/14.	<b>Complete</b>  <b>See section 2.7 of instructor guidelines</b>	█	<b>complete</b>
<b>160.2</b>	The Panel recommends that professional reflections on the events of 14 <sup>th</sup> February 2013 become part of the resources available to instructors as they prepare to make their own mountaineering decisions in the course of their work at Glenmore Lodge and elsewhere in the	There are challenges in this respect due to the potential of an FAI; however, we are working with █ around the introduction of the TriM System (more later).	<b>This will be revisited once a decision has been reached about an FAI.</b>	█	<b>TBC</b>



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	wider outdoor industry.				
161.1	During the recruitment of Freelance Instructors, a degree of weight and importance is given to those with AMI or other relevant professional association membership as a demonstration of an individual's currency.	This is part of the selection process.	Complete	█	Complete
161.2	Glenmore Lodge should investigate the potential of recognition of their Induction process in CPD arrangements with AMI and other relevant professional associations.	Discussions have commenced with MTUK and AMI	Complete-now agreed and in place	█	Complete
161.3	AMI membership should be made mandatory for contracted sportscotland instructors where this is appropriately linked to the courses being provided.	GL policy is now that it is normal practice for GL instructors to be members of professional associations as an aid to employment.	Complete- noting that this extends beyond AMI, e.g. BMG and other relevant bodies such as BCU. This is paid for by Glenmore lodge	█	Complete
161.4	GL to contribute the key findings of the Inquiry into the external review of the MIC.	GL will ensure that any lessons learned are fully covered in the MIC review.	MTUK are aware of our desire to see clarification or change in this area of the syllabus	█	Review is anticipated in 2014
163.1	Update the morning meeting guidelines to clarify the roles and responsibilities of those	New guidelines have been drafted and will be finalized before winter 2013/14.	Complete Para 13	█	Complete



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	attending. Specifically highlight the role of the person 'leading' the meeting and emphasize the instructor's contribution in influencing the effective running of Glenmore Lodge and the safety of those attending courses.				
163.2	The length and agenda for the meeting is reviewed to ensure that appropriate time can always be given to issues of safety and risk management.	New guidelines reflect this point.		█	Complete
163.3	There is further development of a best practice dynamic risk assessment model which takes account of the likelihood and impact of potential hazards.	This is under development in conjunction with the SS H&S function.	The dynamic risk assessment competence is now referenced explicitly in the GL CPD and QA process and associated documentation.	█	Complete
163.4	The daily activity log which specifies the location for each group should be revised to accommodate alternative training venues – the Panel notes that the GLMT has already reviewed and augmented this.	The GL team has augmented this and has a commitment to monitor to ensure ongoing fitness for purpose.	Complete – looking at an improved IT solution moving forwards, e.g. use of SharePoint/tablets.	█	Complete



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163.5	In line with the GLMT action plan, the end of day diary arrangements to be formalised as part of the established risk management processes to ensure that any vital information is appropriately shared, including at the next morning meeting.	An unusual occurrence board has been established to ensure visibility, including at the next day's morning meeting.	Complete para 13.4	█	Complete
164.1	Whilst recognizing that it is not possible to control the behaviors of others, the Panel recommends a more explicit written policy for instructors on managing the risks posed by other parties or individuals on the hill in winter. This would complement the instructor's dynamic risk assessment approach.	The guidelines have been updated and will be included in future induction processes.	Complete para 4.6	█	Complete
164.2	The requirement to plan for alternative venues at busy periods such as February half term should be reinforced.	Agreed.		█	Complete
165.1	Glenmore Lodge continues to work with an industry specific behavioral expert to develop appropriate policies and guidance to	A comprehensive survey was conducted with Instructors and the outputs discussed with the industry expert who endorsed GL practices and	Complete – survey and report available from █ <b>This is due to be repeated in 2014</b>	█	Complete



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	ensure staff are equipped to identify and manage any related work pressures.	processes.			
165.2	Glenmore Lodge to review 'The Safety Policy: The Client Partnership' and specifically update the policy in relation to the suspension of activities.	The management team will make the necessary H&S decision appropriate to the environmental conditions and this is appropriately referenced in the Guidelines for Instructors and revised H&S Policy Statement. (wording being reviewed by [REDACTED]).		[REDACTED]	Complete
165.3	Consideration to be given by GLMT as to whether the Client Partnership policy should be included on the back of booking forms and handed out at the start of courses.	Agreed and to be further developed through the new online booking system. Client Partnership to be reviewed by [REDACTED].	New client partnership agreement available online and integrated into student documentation.	[REDACTED]	Complete
166.1	Refresh of the process used to assess hazards and the likelihood and impact of associated risks to ensure internal consistency in both terminology and responses	The systems are externally audited and endorsed by AALA and, however, we welcome any initiatives to improve safety and will discuss this further within <b>sportscotland</b> .	The systems are now being externally audited by AALA, Adventure Mark, British Cycling/Scottish Cycling and the BCU and all have assessed the risk assessment systems as fit for purpose for the outdoor sporting environment (and now referenced as part of the sportscotland H&S system).	[REDACTED]	Complete





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166.2	Review the definition of incidents and associated escalation processes for internal reporting purposes. For example, what is regarded as a significant event or near miss?	GL is working with the industry to define key definitions and will agree these with the <b>sportscotland</b> management.	Agreed that tool kit definitions are acceptable – complete	█	Complete
166.3	Include a risk assessment checklist for use by Instructors at induction and thereafter during internal quality assurance monitoring arrangements to demonstrate their ongoing competence.	Checklists in place for each discipline area to support the induction process and these will be extended into the quality assurance process.	As above, the dynamic risk assessment competence is referenced explicitly in the GL CPD process and associated documentation.	█	Complete
166.4	Glenmore Lodge should continue to seek to influence the work of AAIAAC in the development of a process for shared learning from significant events.	Agreed.	We have also made contact with the sector lessons learned group and we intend to use this as an opportunity to share lessons in future  This is an ongoing action , but the commitment phase is complete	█	Complete
167.1	Glenmore Lodge should review and update the 'Safety Policy and Guidelines for Instructors' relating to the use of	Agreed, although it is expected that GL will work to an interim position whilst considering any wider impacts to the sector.	Policy revised and issued to staff – on a three year trial basis. this has now been shared with key stakeholders in the sector	█	Complete



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	equipment. It should explicitly clarify its policy in relation to winter environments and the use of shovels, avalanche probes, transceivers and any new technological safety equipment.				
167.2	The Safety Policy and Guidelines for Instructors should also be reviewed to be more explicit in how radios and mobile phones should be carried to ensure they are continuously available to Instructors and Students as appropriate.	This has been drafted and will be finalized prior to winter 2013/14.	Complete para 12	█	Complete
168.1	The crisis management (business continuity) plan to be revised to ensure clarity of categorization of incidents which will trigger its application and a form of regular scenario testing to be included to ensure it remains fit for purpose.	Agreed.	<b>The sportscotland plan is the current plan , some local considerations need to be added</b>	█	March 2014
168.2	Specific arrangements to be put in place to support those involved in potential traumatic events (staff, contactors and students),	Agreed - the concept will be introduced in 2013/14 within Glenmore Lodge, as part of a longer term development for <b>sportscotland</b> as a whole.	Initial Trim Practitioner training completed in November 2013 and extended in May 2014. 7 GL instructors and 4 freelance instructors have been trained		Complete



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	e.g. based on the TRiM system.		as TRiM practitioners and 2 GL staff have been trained to advanced level  Wider implementation across sportscotland is underway..		
<b>168.3</b>	Opportunity to be provided to students to complete course if they have been disrupted due to a significant adverse event.	Agreed – the policy will be included in the revised business continuity plan.	All students from the February 2013 fatality group returned in January 2014 to complete their course.	█	<b>Complete</b>

