

SERVICE DELIVERY PLAN 2020-21

July - September 2020

Report



SERVICE PLAN – JULY – SEPTEMBER 2020

OPERATIONAL PREPAREDNESS:

TRAINING:

FP/20/21/1.1:

Complete feasibility study and a detailed costing exercise for the proposed redevelopment of the Training and Development Academy (TDA) and Croxteth Fire Station (including collaboration with internal and external partners).

- ⇒ Work is ongoing under the Training and Development Academy (TDA) project board.
- ⇒ Planning permission was granted for the redevelopment of the Croxteth site.
- ⇒ A site evaluation/feasibility is being considered for a new TDA development, which will be reported to Strategic Leadership Team.

FP/20/21/1.2:

Enhance Command Training to ensure fire service assets are directed assertively, effectively and safely at incidents including regular assessment of command competence.

- ⇒ A proposed new Command Strategy has been presented at the Operations Board.
- ⇒ Simulation exercises have been introduced and the strategy continues to be developed, with a progress report due to be presented at the Operational Board on 26.11.2020.

FP/20/21/1.3:

Ensure all staff skills are up to date and promote organisational awareness of the method to record training.

- ⇒ Organisational Training Needs Analysis produced and presented to the Operational Board on 28.09.2020.
- ⇒ The appraisals process is complete.
- ⇒ A multi-agency 3-year calendar has been produced and will be presented at the Operational Board on 26.11.2020.
- ⇒ The support staff and Fire Control ELearning is system is now live with Marine Rescue Unit ELearning aspect still under development.

COLLABORATION & INTEROPERABILITY:

FP/20/21/1.4:

Ensure collaborative opportunities are fully explored and kept under review in line with the Policing & Crime Act 2017,

<p>reviewing our Shared Estate, Operations and Support Services. Opportunities will be explored where they are in the interests of efficiency, effectiveness or public safety.</p>	<ul style="list-style-type: none"> ⇒ Work continues to be focused on the co-ordination of joint response to Covid 19, by supporting Tactical Command Group and the Emergency Service Cell. ⇒ JESIP command courses taking place during 2020.
<p><u>FP/20/21/1.5:</u></p> <p>Continue to embed and improve interoperability through JESIP by working together and working with partners to achieve a better outcome for our communities.</p>	<ul style="list-style-type: none"> ⇒ JESIP Control Room supervisor courses booked for October 2020. ⇒ JESIP Commander courses booked from September 2020 onwards.
<p>FIRE CONTROL:</p>	
<p><u>FP/20/21/1.6:</u></p> <p>Implement a comprehensive review of staffing and consider future ways of working for Fire Control.</p>	<ul style="list-style-type: none"> ⇒ A Fire Control review update was presented to the Operational Board on 29.06.2020 and 28.09.2020. ⇒ Eight workshops were held in January 2020 with staff and an online survey sent to all. A summary report was produced, an ELearning planner launched and all other face to face training is now being recorded.
<p>OPERATIONAL PLANNING & INTELLIGENCE:</p>	
<p><u>FP/20/21/1.7:</u></p> <p>Continuous review of Standard Operational Procedures (SOPs) and training packages in line with National Operational Guidance (NOG) and support the ongoing development and maintenance of NOG through the completion of a Strategic Gap Analysis.</p>	<ul style="list-style-type: none"> ⇒ A National Operational Guidance Gap Analysis was completed with a 95% compliance, new amendments are being received regularly which are reviewed by the Operational Performance Review Team on a monthly basis. ⇒ An Internal Governance Group meet and discuss changes and amendments to Service Operational Procedures through the ongoing review process. ELearning modules aligned to Service Operational Procedures (SOPs), have been launched on a monthly basis. ⇒ By December 2020, a full suite of modules will be available to staff through the Station Training Planner. ⇒ ELearning presentation went to Ops Board 14.8.2020.
<p><u>FP/20/21/1.8:</u></p> <p>To continue to review how operational risk information is provided to front line crews, including the future conversions of</p>	<ul style="list-style-type: none"> ⇒ SIRAH (Site Information Risk and Hazard) application is continuing to be tested at Heswall Fire Station.

<p>MFRS Site Specific Risk Information (SSRI) into the development and implementation of Site Information Risk and Hazards (SIRAH).</p>	<ul style="list-style-type: none"> ⇒ Cross Border risk information was shared with North West partners via Resilience Direct. ⇒ North West Fire Rescue Service risk information (SSRI) is available on the Service Portal and MDTs (Mobile Data Terminals)
<p><u>FP/20/21/1.9:</u></p> <p>Share Cross Border risk information with neighbouring FRSs through the use of ICT platforms and emerging technology and examine how best to enhance cross border training with neighbouring FRSs to assist when responding to over the border incidents.</p>	<ul style="list-style-type: none"> ⇒ Cross border risk info shared with NW partners via Resilience Direct. ⇒ North West FRS risk information (SSRI) available on Service Portal and MDTs (Mobile Data Terminals) – completed. ⇒ Cross border training – review continues; being discussed at the North West Training Mangers Group. ⇒ Multi-agency training calendar is currently being produced.
<p><u>FP/20/21/1.10:</u></p> <p>Identify and plan to reduce Foreseeable Risk to the community and the environment.</p>	<ul style="list-style-type: none"> ⇒ A review of any foreseeable risk within Merseyside was completed last quarter. Within this, the Community Risk Register was cross referenced with historic incident data, but also aligning new emerging local risk, as there has been some growth within the Port of Liverpool. ⇒ Due to the postponement of the Business Continuity Exercise, validation was completed through the Senior Leadership Team Meeting and Budget Strategy Meeting.
<p>OPERATIONAL RESOURCES AND TRANSPORT:</p>	
<p><u>FP/20/21/1.11:</u></p> <p>Progress and implement authorised recommendations from the Strategic Leadership Team as to the most effective and efficient means in providing specialist vehicles and equipment in support of front line operational response.</p>	<ul style="list-style-type: none"> ⇒ The Transport Strategy review is ongoing within appliances, special appliances and People & Organisational Development Review. ⇒ The outcome of the review is currently being drafted to submit to the Resources Board in November.

<p><u>FP/20/21/1.12:</u></p> <p>Implement a review of Workshop staffing pay rates.</p>	<ul style="list-style-type: none"> ⇒ The staffing pay review was reported to the Operational Board on 28.08.2019 and 26.09.2019 respectively. ⇒ Green Book staff pay review is still being progressed. ⇒ Red Book staff is now completed.
<p><u>FP/20/21/1.13:</u></p> <p>Implement a comprehensive review of Courier staffing and consider future ways of working.</p>	<ul style="list-style-type: none"> ⇒ Awaiting the outcome of discussions with Representative Bodies. ⇒ The review has been reported to the Operational Board on 27.01.2020.
<p>EQUALITY, DIVERSITY AND INCLUSION:</p>	
<p><u>ED/20/21/1.14 - E&D CARRYOVER:</u></p> <p>To review the Training and Development Academy facilities and Croxteth Fire Station site in line with the core training delivery model to ensure Equality & Diversity are considered from an access point of view and inclusion in relation to specific firefighter facilities.</p>	<ul style="list-style-type: none"> ⇒ The facilities at the Training and Development Academy have been reviewed and the staffing numbers required exceed the provision at present. ⇒ A request has been placed with the Estates Department to procure portacabins which will provide additional showers and toilets for the site and be utilised mainly by the recruit firefighters. ⇒ A site survey has been completed and quotes are currently being reviewed.
<p><u>ED/20/21/1.15:</u></p> <p>Utilise our positive action campaigns for recruitment within all departments to ensure diversity.</p>	<ul style="list-style-type: none"> ⇒ The Operational Preparedness Directorate will seek advice from People and Organisational Development department on all recruitment aspects within the directorate.
<p><u>ED/20/21/1.16:</u></p> <p>Collaborate and work with other agencies to horizon scan and benchmark any ED & I processes.</p>	<ul style="list-style-type: none"> ⇒ This is incorporated into all the function's areas through ongoing regular meetings and also with collaboration partners across both organisations.

<p><u>ED/20/21/1.17:</u></p> <p>Research, Develop and Implement Supportive technology, e.g. 999Eye, What3Words.</p>	<p>⇒ New applications are being considered through ongoing project board meetings, for the implementation of a new mobilising software within fire control.</p>
<p><u>ED/20/21/1.18:</u></p> <p>Uniforms, ensure that are inclusive for all, and the availability of specialist uniform for different faiths/cultures.</p>	<p>⇒ All uniform decisions will be subject to engagement and testing trials with staff/users and consultation with representative bodies when appropriate.</p>
<p><u>ED/20/21/1.19:</u></p> <p>Involve ED & I in all review processes.</p>	<p>⇒ All work streams relating to Equality and Diversity with particular reference to any new equipment, procedures, vehicles, uniforms and training will be subject to engagement and testing trials with staff/users; to ensure a positive impact on any protected groups.</p> <p>⇒ An Equality Impact Assessment has been submitted for any affected change.</p> <p>⇒ Staff are actively encouraged to raise any concerns, seek information and offer opinions to line managers to take account of the feedback.</p> <p>⇒ Staff are supported through the appraisal process and we will at every level, ensure staff have the rights skills to fulfil their potential.</p>

OPERATIONAL RESPONSE:

<p><u>FP/20/21/2.1:</u></p> <p>Continue to maintain the Health, Safety and Welfare of all Merseyside Fire & Rescue Service (MFRS) staff and promote and support a positive Health and Safety Culture.</p>	<p>⇒ Health and Safety department has developed a suite of now published Risk Assessments, Service Instructions and guidance documents/communications, to support the response to Covid and keep staff safe and premises Covid secure. This has been under constant review by the Health and Safety team, and suitable and appropriate adjustments made in reaction to any changes in government guidance.</p> <p>⇒ Key functions have continued to operate including the meetings of road risk and workplace review, to ensure safe management and action of risk across the premises, fleet and staff.</p>
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	<ul style="list-style-type: none"> ⇒ The Health and Safety committee meeting has also been held during this period in which the annual Health and Safety report for the period of 19/20 was presented and agreed. This showed really positive results with all but one of the Local Performance Indicators being achieved under target (injuries at risk critical training exceeded the target of 4 by one). ⇒ Near miss reporting is still continuing to rise, which aligns to a continued positive Health and Safety culture and 5 safety flashes have been published. ⇒ This period has also seen the reintroduction of the annual general Health and Safety audit of Service premises by the Health and Safety Technical Officers, and to date, has seen a completion rate of just over half. Furthermore, the Health and Safety team developed and introduced a COVID specific audit to be conducted at each Merseyside Fire and Rescue Authority premise. This concentrates on the elements within in our own and government guidance, that makes a premise COVID secure and ensures 'compliance' immediately actioning deficiencies were present. This to date has a 90+% completion rate and has been completed by Health and Safety technical officers and station based station managers.
<p><u>FP/20/21/2.2:</u></p> <p>Continue to strengthen Operational Response through improvements identified via effective monitoring, audit, assurance and review of the Operational Response function.</p>	<ul style="list-style-type: none"> ⇒ Operational Assurance activities have continued to full during this period and have had a specific focus on COVID related matters, including the assurance of correct levels of PPE at incidents. This period has also seen the declaration via Fire Control of the COVID related PPE in use. This is further discussed and monitored at the tri-weekly Operational Assurance Team morning meetings ⇒ There have been 3 Serious Incident Reviews (SIR's) completed during this period with 2 awaiting final Quality Assurance and one finalised, shared and learning being acted upon. These are for Venture Polymers (20P Fire); Lightbody Street (Water incident) and Orsted BESS (Lithium Ion battery unit fire). The Orsted BESS fire has had learning shared nationally, and a working group has been established to continue the learning in this relatively unknown area. ⇒ Station audits have recommenced for this period via the station based station managers and concentrated on a variety of themes

	<p>including radiation, as gaps were identified following the operational assurance of a recent radiation incident.</p> <ul style="list-style-type: none"> ⇒ The introduction of the revised Group Manager weekend inspection and Area Manager visits has been running and embedded through this period with positive results and feedback. Group Manager inspections have seen an uplift of the standards of both stations and appliances whilst the Area Manager visits are providing assurance of the ownership of station plans and risks by station staff.
<p><u>FP/20/21/2.3:</u></p> <p>Develop our people within Operational Response via continued and improved engagement to deliver a professional service which impacts positively on our communities and our workplace; and continue to effectively and efficiently manage resources to deliver an excellent operational response.</p>	<ul style="list-style-type: none"> ⇒ Operational Response Station Managers continued to support and engage crews either face to face or via Microsoft Teams, as a result of the pandemic. ⇒ During lockdown, operational crews delivered vital medicines to shielding/vulnerable members of the community, and delivered leaflets in the Liverpool north area on behalf of the city council. ⇒ During the most recent outbreak there has been a very small number of occasions when appliance availability has been effected. Staff survey delayed due to the pandemic but taking place in November/December. Crew Manager Development process continues to develop staff. ⇒ The Hybrid station at Watson Street, St Helens opened in October and staff identified from across a number of different shift systems. A number of Community Impact Fund nominations are currently being vetted
<p>EQUALITY, DIVERSITY AND INCLUSION:</p>	
<p><u>ED/20/21/2.4:</u></p> <p>Embed Inclusive Leadership and Management Coaching for Station Managers with the Diversity and Consultation Manager to ensure Managers have opportunities to learn and develop their Inclusive Management Skills (E01, E05).</p>	<ul style="list-style-type: none"> ⇒ Prior to COVID, inclusive leadership was discussed with Station Managers during one to one meetings and monthly standardisation. The Station Manager cohort had previously undergone unconscious bias training to better understand elements of inclusivity and develop their own skills, and have been practically applying these skills in the workplace. Furthermore, and since the last update, a number of Station Managers have also recently completed coaching training which supports other skill sets. ⇒ The Response Group Managers continue to act as mentors to a number of the response Station Manager group and a couple of

	<p>experienced Station Managers are acting as mentors to the newer Station Managers to help develop their management and leadership styles. This has been extended to the Station Manager A development role in Health and Safety with the Operational Assurance Station Manager acting as a mentor.</p>
<p><u>ED/20/21/2.5:</u></p> <p>Continue to work with Station Managers, Watch Managers and crews to build on the improving E&D data being collected during HFSCs (EO1, EO2, EO3, EO4, EO5).</p>	<ul style="list-style-type: none"> ⇒ Following on from the previous quarterly update in which the country was within a strict lockdown, restrictions had eased and activity started to pick up again. However, having recently progressed into a tiered restriction, followed by another national lockdown; Home Fire Safety Check activity is still below the normal completion rate. ⇒ Comparisons have therefore been less indicative however, the Equality and Diversity data capture on Home Fire Safety Check forms continues to be monitored and continues to be discussed with station based Station Manager’s during one to one meetings.
<p><u>ED/20/21/2.6:</u></p> <p>Challenge inappropriate behaviour and improve the experience for all staff working at MFRA in particular those from Protected groups (EO1, EO4, EO5).</p>	<ul style="list-style-type: none"> ⇒ Inappropriate behaviour is challenged by staff when it is observed and this is continually being embedded across the response function. ⇒ The values, ground rules and code of conduct are the foundations of empowering staff to identify and challenge inappropriate behaviour and as the Service resumes to a degree of normality, these will continue to be used to form discussions with staff. ⇒ Support is in place and offered from the Station Manager cohort.

PEOPLE & ORGANISATIONAL DEVELOPMENT:

<p><u>FP/20/21/3.1:</u></p>	
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<p>To support delivery of the organisational People Strategy and lead on the review of the Strategy for 2021-24.</p>	<ul style="list-style-type: none"> ⇒ Phase one of the People Strategy has been delivered ⇒ A re-write is being completed and re-designated People Plan in line with other key documents ⇒ The implementation plan will be reviewed and amended accordingly ⇒ Individual actions are built into the respective Departments functional plans for continuity of reporting.
<p><u>FP/20/21/3.2:</u></p> <p>To deliver a comprehensive workforce plan, working with functional leaders to ensure our entire workforce is effective, resilient and supported by realistic succession plans.</p>	<ul style="list-style-type: none"> ⇒ Completed workforce plan for Grey Book ⇒ The Workforce Planning Group is in place to inform all people ⇒ planning within the organisation and associated Financial planning ⇒ This is supported with Workforce Development Group and the Gateway. ⇒ Succession Planning, fast track development is ongoing ⇒ Work ongoing for the Green Book workforce plan.
<p><u>FP/20/21/3.3:</u></p> <p>To recruit, develop and promote talent via apprenticeships, the gateway and continued positive action to ensure our workforce reflects the communities we service and demonstrates the values of the Service.</p>	<ul style="list-style-type: none"> ⇒ Firefighter apprenticeship recruitment is ongoing ⇒ Revision of positive action strategies is underway ⇒ Revised application process, and physical entry testing has been compiled ⇒ Continued use of apprentices across the organisation is ongoing ⇒ Gateway process has been revised and re-launched ⇒ Discussion with staff networks surrounding process ⇒ Coaching and mentoring progressing well ⇒ Continuing to develop and expand appointments board process ⇒ General recruitment conducted online
<p><u>FP/20/21/3.4:</u></p>	<ul style="list-style-type: none"> ⇒ Delivered exceptional services throughout lockdown and now potential second phase

<p>To maximise the physical and mental wellbeing of our people providing a high quality occupational health provision.</p>	<ul style="list-style-type: none"> ⇒ Award winning mental health strategies fully supportive of our staff, utilised by other organisations ⇒ Extensive level of support options for staff available ⇒ Positive contractual relationship with Health works ongoing ⇒ Capability management proven successful.
<p>EQUALITY, DIVERSITY AND INCLUSION:</p>	
<p><u>ED/20/21/3.5:</u></p> <p>To continue to actively engage with our communities at positive action events to encourage diversification of the workforce.</p>	<p>⇒ Whilst the impacts of Covid-19 have prevented us from carrying out a full range of Positive Action events, we have still continued to liaise with key community stakeholders; develop our social media platforms to showcase and promote role models within the organisation; and work with staff networks to highlight our careers opportunities.</p>
<p><u>ED/20/21/3.6:</u></p> <p>To continue to consider reasonable adjustments which can impact on an employee’s capability to undertake their role to their full potential.</p>	<p>⇒ We continue to consider reasonable adjustments and this will be an ongoing practice.</p>
<p><u>ED/20/21/3.7:</u></p> <p>Each Service Instruction is assessed and a relevant Equality Impact Assessment produced as applicable.</p>	<p>⇒ We continue to undertake Equality Impact Assessments/Positive Impact Assessments when necessary.</p>

PREVENTION:

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FP/20/21/4.1:

Implement the revised Home Safety Strategy inclusive of using person and place based factors to keep people safer in their homes. Our revised strategy document will feature within revised IRMP Planning timeframe for 2021 – 2024.

- ⇒ MFRS Prevention Directorate have had a very challenging year in terms of performance – advocates continue to deliver Safe and Well to high risk people, operational crews have delivered very limited Home Fire Safety Checks (HFSC) numbers due to Covid 19 (these in the main have been delivered in post-fire situations). Staff have been assisting partner organisations in their response to the pandemic as detailed in the COVID-19 update to Authority in October.
- ⇒ Home Safety Week and Older Persons Day has seen Fire and Rescue Service staff focus on delivering Home Safety leaflets and advice in this high risk wards, this targeted approach will see the mass delivery of leaflets to those neighbourhoods throughout Quarter 3.
- ⇒ The Community Risk Management (CRM) Board were presented with Home Office Fire Statistics and Benchmarking figures (this highlighted several positive examples of Merseyside Fire and Rescue Service’s performance from 2019/20).
- ⇒ MFRS Home Safety Strategy continues to deliver in a different way but we understand the simplistic nature of its approach (age, health and deprivation).
- ⇒ Data was presented to the Community Risk Management (CRM) Board around Merseyside Fire and Rescue Service’s accidental dwelling fires - the figures continue to drop over the 15-year average. We have seen a significant increase in corporate communications messages throughout these last six months, to support Home Safety Delivery.

FP/20/21/4.2:

Ensure that Safeguarding is fully embedded in the Service.

- ⇒ MFRA Strategic Safeguarding Officer (Vice Chair of National Fire Chiefs Council Safeguarding Work stream) is managing the national implementation of the new Safeguarding Adults, Children and Young People Guidance. The self-assessment toolkit that has been sent to all Chief Fire Officer’s following launch at the National Fire Chief’s Council (NFCC) Prevention, Protection and Health Conference in Leicester (November 2019).

	<ul style="list-style-type: none"> ⇒ Creation of a Safeguarding Committee (Chaired by Assistant Chief Fire Officer) that is a decision-making governance meeting, to ensure that Merseyside Fire and Rescue Service are compliant with section 11 (Children) and section 14 (adults) audits. ⇒ Level 1 Safeguarding Awareness Training took place on Learn Pro launched on 1st July 2020 – to date this has been completed by 468 staff and will be included in the on board induction process. ⇒ Bespoke training to be created and delivered to staff appropriate to their role. ⇒ Merseyside Fire and Rescue Authority Strategic Safeguarding Officer is receiving Level 3 and Level 4 'Train the Trainer' Training from National Fire Chiefs Council (NFCC). This will be delivered to all FRS sector between January – June 2021. ⇒ National Fire Chiefs Council (NFCC) Professional Supervision Training and Safer Recruitment Training will be delivered between July – December 2021.
<p><u>FP/20/21/4.3:</u></p> <p>Further expansion and development of MFRS volunteers.</p>	<ul style="list-style-type: none"> ⇒ Since March 2020, the Prevention Department have had to postpone much of the community safety activities undertaken by external volunteers due to COVID19. As a result of the Health, Safety and welfare requirements placed upon Merseyside Fire and Rescue Service, this continues to be maintained as a result of operating covid secure workplaces.
<p>COMMUNITY SAFETY:</p>	
<p><u>FP/20/21/4.4:</u></p> <p>Produce and implement a Community Safety Strategy that encapsulates Arson, Road and Water Safety and Youth Engagement. Our revised strategy document will feature within the revised IRMP Planning timeframe for 2021-2024.</p>	<ul style="list-style-type: none"> ⇒ As a result of Functional Delivery Planning, a revised Community Safety Strategy has been produced that includes all of the activity listed.

	<ul style="list-style-type: none"> ⇒ In terms of delivery, we have maintained a higher level of focus on Anti-Social Behaviour throughout this year, but some of the Road and Water safety related engagement has been impacted upon (direct engagement with schools for example). This will further be revised in keeping with Integrated Risk Management Planning.
FP/20/21/4.5:	
<p>We will effectively engage with children and young people to determine their views in the delivery of MFRS Youth Engagement Programmes.</p>	<ul style="list-style-type: none"> ⇒ We are currently conducting a thorough review of the Youth Engagement department and how we deliver services across Merseyside. ⇒ In line with many services, we are moving towards becoming trauma informed and responsive and the intention is, that our interactions with children and young people will be cognisant of the trauma that many will have experienced. ⇒ The staff team have received significant investment around their training and development, and advantage was taken of the period during lockdown when unfortunately, our delivery was suspended. ⇒ This period has impacted on our ability to consult, however, consultation across the board including with children, young people and their families; will form a part of the review and our way of working as we move forward.
EQUALITY, DIVERSITY AND INCLUSION:	
ED/20/21/4.6:	
<p>To Improve the Equality Monitoring data collected from Home Fire Safety Checks (HFSC) by producing an annual Equality Monitoring report to show where HFSC have been delivered in relation to the Protected Groups.</p>	<ul style="list-style-type: none"> ⇒ Application development is ongoing to support data capture, particularly in relation to Equality, Diversity and Inclusion data. ⇒ Prevention are working with Application Development Team to ensure all fields are appropriate, and ensure that our activity is representative of those in our communities. ⇒ Application to be delivered in line with Senior Leadership Team priorities.

<p><u>ED/20/21/4.7:</u></p> <p>To increase the use of partnerships to support Knowing our Communities and deliver campaigns.</p> <p>We will continue to develop diverse community engagement and partnership work to ensure that we meet the needs of diverse communities.</p>	<ul style="list-style-type: none"> ⇒ We continue to have representation on all Local Safeguarding Partnership Boards (LSPB) and Community Safety Partnerships (CSP). ⇒ The focus of the LSPs has been different due to COVID, however Liverpool City Council have made advances with its Place Based Plan. ⇒ We continue to have embedded officers in the Violence Reduction Partnership (VRP) which brings benefits to partnership working.
<p><u>ED/20/21/4.8:</u></p> <p>To continue to deliver and embed a MF&RS Safeguarding Strategy.</p>	<ul style="list-style-type: none"> ⇒ Update as above.

PROTECTION:

PROTECTION:

<p><u>FP/20/21/5.1:</u></p> <p>To implement the Protection Strategy including a focus on:</p> <ul style="list-style-type: none"> ● Resource and Asset Review- To analyse demand on the department against external and internal drivers to reduce risk. ● Data and Digital Solutions (MIS) – Develop applications for the Management of Protection Information (MIS) so that Protection activity can be effective and efficient. 	<p><u>Resource and Asset Review</u></p> <ul style="list-style-type: none"> ⇒ A Premises Risk Model (PRM) Review has been completed which has provided the analysis of demand, in terms of Fire Safety Audits for 2020 -2021. ⇒ Due to the Coronavirus Pandemic, Protection activity has been adjusted in line with Government restrictions and National Fire Chiefs Council (NFCC) Guidance. ⇒ The Government’s Building Risk Review (BRR) requires further assessment and/or Audit of Residential High Rise Buildings. ⇒ These two areas represent the key internal and external drivers to reduce risk. Resources will be increased to meet this demand through development of existing staff, and increased government funding provided to Protection Departments. <p><u>Data and Digital Solutions-Management Information System (MIS)</u></p>
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	<ul style="list-style-type: none"> ⇒ Work is continuing on the replacement Management Information System (MIS) which is now being called the Protection Information Management System (PIMS). ⇒ Progress has not been sustained, as any additional support that can be offered to the in house development team has been offered as a priority.
<p><u>FP/20/21/5.2:</u></p> <p>Information and Guidance Establish a Framework for Information and Guidance to provide both our department and partners with clear up to date and appropriate information.</p>	<p>The Information and guidance project is one of 4 sections within the Protection Transformation Programme.</p> <p>Five Work Packages have been identified within the project: -</p> <p>WP1. Framework for Information and Guidance WP2. Policies and Service Instructions WP3. Enforcement and Investigation WP4. Standard Paragraphs and letters WP5. Protection Guidance Notes.</p> <ul style="list-style-type: none"> ⇒ The Protection Guidance Governance Group is maintaining good progress through prioritising of work packages with lead officers
<p><u>FP/20/21/5.3:</u></p> <p>The built environment Review our approach to high risk and tall buildings, considering the Grenfell Tower Inquiry, to maximise efficiency and effectiveness of operational response to incidents and protection activity in line with risk based inspection.</p>	<ul style="list-style-type: none"> ⇒ Work is underway on the Building Risk Review (BRR) ⇒ The Building Risk Review (BRR) has created a schedule of inspections to be completed by December 2021, to cover the allocated High Rise Residential Buildings (HRRB) ⇒ An MFRS Group Manager is now part of the National Fire Chief Council (NFCC) Fires in Tall Buildings Work Group, to address the implementation of key areas of the Grenfell Tower Inquiry. ⇒ The Grenfell Tower Inquiry (GTI) Project is underway with a cross functional analysis now completed for all Grenfell Tower Inquiry Phase 1 recommendations. <p>This approach will ensure management of organisational risk and developing a route map for implementation for approval by SLT.</p>

	<p>SLT have approved the delay of some recommendations pending the outcome of legislative change due this year.</p> <p>Initial findings and proposals will be presented to the CRM Protection Board in August.</p>
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EQUALITY, DIVERSITY AND INCLUSION:

<p><u>ED/20/21/5.4:</u></p> <p>The training of all Protection Officers to be able to identify the signs of Modern Slavery and Human Trafficking. The provide training for Protection Officers to correctly refer concerns over Modern Slavery and Human Trafficking to the relevant authority.</p>	<ul style="list-style-type: none"> ⇒ We are currently in the process of identifying officers for training in recognising Modern Day Slavery through protection activity, and ways of delivering such training with partner agencies.
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NATIONAL RESILIENCE:

<p><u>FP/20/21/6.1:</u></p> <p>To utilise the National Strategic Risk Assessment and value for money principles as a foundation to inform the Home Office New Dimensions 2 project.</p>	<ul style="list-style-type: none"> ⇒ New Dimensions 2 programme board is now established with work stream updates being fed in to this group accordingly. ⇒ Urban Search and Rescue (USAR) work packages are well progressed with 2 executive summary papers (transport and incident types) due to be presented to the next board meeting 02.11.20. ⇒ High Volume Pump (HVP) and Enhanced Logistic Support (ELS) governance structures are established and initial scoping papers produced.
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<p><u>FP/20/21/6.2:</u></p> <p>To conduct national business continuity planning surveys and provide an accurate position in regards to broader Fire and Rescue Service resilience arrangements.</p>	<ul style="list-style-type: none"> ⇒ The Internal Assurance Business Continuity Plan survey for 2020/21 concluded 4th September 2020. ⇒ A summary document was provided for the Strategic Resilience Board meeting held 13.10.20. ⇒ The final report is due to be completed by mid-November 2020.
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<p><u>FP/20/21/6.3:</u></p> <p>Contribute to the TDA site development project to ensure facilities that are sourced/developed are suitable and sufficient to enable MFRS to continue to host and deliver National Resilience skills acquisition and refresher courses.</p>	<ul style="list-style-type: none"> ⇒ A National Resilience requirements document has been submitted to the project board, providing information of elements that National Resilience would look to have included at a redeveloped or new build Training and Development Academy site. ⇒ National Resilience continue to be represented on the project board as well as the user requirements task and finish group.
<p><u>FP/20/21/6.4:</u></p> <p>Develop relationships with National Fire Chiefs Council (NFCC) in pursuit of a more proactive approach to communications, so as to heighten awareness of National Resilience across the sector and with other stakeholders</p> <p>Increase the use of Social media and podcasts to highlight positive elements within National Resilience and to enhance coordination during incidents of national interest.</p>	<ul style="list-style-type: none"> ⇒ Processes are now in place to ensure National Fire Chiefs Council communication teams are notified of any relevant incidents that warrant broader communications across the sector. ⇒ This includes the use of National Fire Chiefs Council national social media messaging systems. ⇒ These measures have been utilised for several wildfire incidents during the summer period and were suitably robust. ⇒ Measures will continue to be monitored to ensure they remain fit for purpose. ⇒ <u>This action is now closed</u>
<p><u>FP/20/21/6.5:</u></p> <p>Deliver phase 2 of the National Resilience website development project.</p>	<ul style="list-style-type: none"> ⇒ Website migration to the new development is progressing well. ⇒ National Resilience Board have agreed the extension of the development team to support this process beyond March 2021, as this work will extend slightly due to COVID impacts. ⇒ The initial assurance analysis tool to support the National Resilience Assurance Team assurance cycle has been built, and will be enhanced over the coming months, to align with the requirements detailed in the associated assurance framework process that has been developed.

STRATEGY & PERFORMANCE:	
<p><u>FP/20/21/7.1:</u></p> <p>a. To enhance and develop Equality, Diversity and Inclusion further for the organisation, staff, partners and services we provide.</p> <p>b. To deliver the fourth staff survey – using the engagement and Think People principles.</p>	<ul style="list-style-type: none"> ⇒ Face to face ED&I Essentials training has been suspended due to the pandemic (although it did restart for a period in the summer). Online training is being used in the interim, but it is planned to return to in person training when possible. ⇒ Discussions have taken place with Merseyside Police to explore collaborative options for Unconscious Bias training ⇒ Staff networks have continued to meet virtually including meetings with Principal Officers and Diversity Team staff to develop the roles of the networks. ⇒ A review of the Authority’s Equality and Diversity Objectives will be carried out to tie into the development of an IRMP for 2021/2 ⇒ The staff survey was due to take place in the summer but was postponed due to the pandemic and will now take place between 9th November and 14th December with results reported to Authority in the Spring
<p><u>FP/20/21/7.2:</u></p> <p>To make the most effective use of organisational information whilst continuing to improve information security and governance.</p> <p>a) Continuing to digitally transform the organisation</p> <p>b) Continuing to ensure compliance with information governance and security legislation and regulations.</p>	<ul style="list-style-type: none"> ⇒ Following the decision to rollout the Airbus Mobile Data Terminals, with the Site Information Risk and Hazard (SIRAH) application following three weeks later; a rollout plan was agreed which meant Airbus Mobile DTs started to be rolled out w/c 14th September 2020 and SIRAH w/c 5th October 2020. The rollout for both products started with Heswall and continued to the rest of the Wirral stations. Following the bonfire period, Liverpool stations will start to receive the Mobile Data Terminals and SIRAH applications from w/c 16th November 2020. ⇒ The rollout will continue across all stations with an estimated conclusion in January 2021. This work stream will begin once Site Information Risk and Hazard (SIRAH) has been rolled out to stations. ⇒ National Resilience - Between July and September 2020, the focus of development has been on replacing the current 'assurance toolkit' with the new 'analysis tool'. Fire and Rescue Services can now report exercises and miscellaneous events (such as risk planning, awareness training etc) on the application. The post incident evaluations functionality has been slightly redeveloped, removing unnecessary sections that are no longer required. For incident evaluations, exercises and miscellaneous events, Fire and

	<p>Rescue Service personnel can submit debriefs, were they would state any noticeable observations they made for the event. Some additional phase 1 enhancements were also developed. The main priority was automating multiple manual processes relating to user accounts. Other minor changes aimed towards system support were also implemented. The next quarter of development will focus on the National Resilience assurance cycle.</p>
<p><u>FP/20/21/7.3:</u></p> <p>Develop and maintain effective communications and media management with high quality presentation and promotion of information, enhancing the profile and reputation of the service.</p>	<ul style="list-style-type: none"> ⇒ The team has continued to produce high volumes of internal pandemic related communications during this period and continued to make extensive use of social media to engage with communities, including the launch of an Instagram account in September. ⇒ “normal business” continues however with preparations for the bonfire period, firefighter and control staff recruitment, and communications and marketing support for youth engagement and prevention teams in particular. ⇒ The new website continues to be well received and is significantly easier to update and develop than its predecessor. ⇒ Work on the Communications strategy has been delayed due to the additional work generated by the pandemic and it is hoped to start in quarter three or four.
<p><u>FP/20/21/7.4:</u></p> <p>Create a 2021-2024 Integrated Risk Management Plan aligned to the Medium Term Financial Plan and People Strategy.</p>	<ul style="list-style-type: none"> ⇒ Work is underway to produce a new IRMP for 2021/24 with initial public consultation taking place in October. The draft IRMP will be presented to Authority at the Budget meeting in February 2021.
<p><u>FP/20/21/7.5:</u></p> <p>Work with other functions to deliver a successful HMICFRS inspection for MFRS.</p>	<p>The full HMICFRS inspection planned for the summer was postponed due to the pandemic and is expected to take place in 2021/22.</p> <ul style="list-style-type: none"> ⇒ HMICFRS has instead carried out a COVID inspection to establish the way in which FRSs dealt with the implications of the pandemic and gather and share good practice. MFRS’s inspection was carried out virtually in September and it is expected that the CFO

	<p>will receive a letter detailing the Inspectorate’s findings in January 2021.</p>
<p><u>FP/20/21/7.6:</u></p> <p>Implement an ICT Infrastructure that will enable efficiency through current and emerging technology.</p>	<p>Three (3) key activities in the ICT service pipeline this year are:</p> <p>6.1 CAD-MIS Project: Replacement of the Vision 3 CAD-MIS</p> <ul style="list-style-type: none"> ⇒ The production system is in place and is being populated with data. ⇒ Plans and preparation are ongoing to facilitate two Functional Demonstrations on the 27/10/2020 and 29/10/2020, using the Production System and Merseyside Fire and Rescue Authority data. ⇒ The training room has been commissioned and Vision training is underway. <p>6.2 Complete the rollout of Windows 10</p> <ul style="list-style-type: none"> ⇒ This has currently been superseded with the rollout of Surface Pro devices, in line with Covid-19 Business Continuity. A decision to restart this work will be taken in October 2020. <p>6.3 Move to Office365 which includes e-mail hosting by Microsoft</p> <ul style="list-style-type: none"> ⇒ A number of Telent staff and a number of the Development Team have been successfully migrated to O365. ⇒ Failover testing is planned for October 2022 and if successful, migration of mail boxes will resume.
<p><u>FP/20/21/7.7:</u></p> <p>Respond to national initiatives. The service is scheduled to switch from the current Airwave communication system to the Emergency Services Network (ESN) which will provide broadband-type connectivity, allowing us to utilise application-type systems.</p>	<ul style="list-style-type: none"> ⇒ The Direct 2.0 trials and testing of our Emergency Services Network (ESN) connection and early devices with the Home Office have been completed successfully, with Merseyside Fire and Rescue Service in a strong position to benefit from early adoption of the ESN products in 2021.

<p>Consequently, we are working to ensure the infrastructure and software systems support this.</p>	<ul style="list-style-type: none"> ⇒ Following the agreement to become an “Assurance Partner”, the initial phase of the activities has begun; in order to make our Fire Control systems reach a state of “Technical Readiness” for future trials. ⇒ Testing planned for Quarter 3 2021. ⇒ Further discussions will follow with representatives from the Home Office and Capita. ⇒ Coverage testing continues as we capture and monitor the EE mobile signal strength for locations across Merseyside using the “Assure” devices located within service vehicles.
<p><u>FP/20/21/7.8:</u></p> <p>Consider ways in which catering services can become more environmentally sustainable.</p>	<ul style="list-style-type: none"> ⇒ The pandemic has resulted in the canteen services at Headquarters and the Training and Development Academy being closed for several months and the subsequent need to provide pre-packaged foods during the reopening period makes this action more of a challenge. However, it will be considered during quarter 3.
<p>EQUALITY, DIVERSITY AND INCLUSION:</p>	
<p><u>ED/20/21/7.9:</u></p> <p>Create a strong cohesive organisation that is positive to rising to the future challenges we face.</p>	<p>The outcomes relating to these Organisational Equality, Diversity and Inclusion Objectives are reported back as part of the ED&I Annual Report which is presented to Authority each year.</p>
<p><u>ED/20/21/7.10:</u></p> <p>Ensure that people from diverse communities receive equitable services that meet their needs.</p>	
<p><u>ED/20/21/7.11:</u></p> <p>Reducing fires and other incidents amongst the vulnerable protected groups.</p>	

ED/20/21/7.12:

To ensure that staff are better equipped to deliver their roles whilst showing due regard to the need to: “eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who don’t.”

FINANCE:	
<p><u>FP/20/21/8.1:</u></p> <p>Monitor the development of the Comprehensive Spending Review (CSR) 2020; change in the Authority funding mechanism (75% Retained Business Rates); the outcome of the fair funding review.</p>	<ul style="list-style-type: none"> ⇒ The Government has announced that due to COVID-19 and the uncertainty over future public finances, they will only be announcing a 1- year settlement (21/22) and all changes to the funding.
<p><u>FP/20/21/8.2:</u></p> <p>To monitor the outcome of the McCloud pension challenge.</p>	<ul style="list-style-type: none"> ⇒ A draft remedy was published for consultation, which has now ended. ⇒ No final remedy expected until early in the new year 2021. ⇒ Current indications are that the cost to the employer in relation to the pension scheme will be built into the FPS 2020 actuarial review, and new employer rates from 2023/24. ⇒ An estimate of the impact will be built into the 2023/24 future years forecast. ⇒ Compensation payment are unknown and may impact on the Service for the current and future year(s). ⇒ The £2m smoothing reserve is available to fund such costs if the Government do not provide specific funding. Note, the impact on the Local Government Pension Scheme has been taken into account in the current employer pension on-cost rates. ⇒ Pension Administrators are discussing the administration challenge with software suppliers, but the impact on the service to provide historical information may be significant.
<p><u>FP/20/21/8.3:</u></p> <p>Maintain and Update the Authority on the progress of implementing the approved 2020/21 financial plan, and in particular any expenditure assumptions and the ongoing delivery of approved saving proposals.</p>	<ul style="list-style-type: none"> ⇒ A Report was submitted to Authority Members via the quarterly financial reviews - no issues are expected to be identified in 2020/21

FP/20/21/8.4:

Consider the potential future challenge beyond 2020/2021 in relation to:

- **CSR 2020 and what that might mean IF the Authority has to make significant revenue savings over the CSR 2020 period, (2021/2022 –2024-2025).**
- **The affordability and sustainability of the current level of Annual capital spend funded through borrowing (£3.4mp.a. based on the 2024/2025 capital programme) and what can be done to reduce the pressure on the current and future MRP/Interest budget up to 2029/2030.**
- **Funding of new and additional investment in the Service beyond 2020/2021 required to modernise and invest in up-to-date infrastructure –taking into account the previous bullet points.**

- ⇒ Senior Leadership Team have commenced work on the 2021/22 - 2025/26 Medium Term Financial Plan (MTFP) but it is difficult to determine the challenge ahead given the announcement of a 1-year settlement.
- ⇒ Work will continue on developing the 2021/22 MTFP up to the Budget Authority meeting in February 2021.

LEGAL, PROCUREMENT, ESTATES AND DEMOCRATIC SERVICES

LEGAL:

<p><u>FP/20/21/9.1:</u></p> <p>Explore the provision of an overarching insurance policy for UK ISAR further to MFRA appointed as lead authority.</p>	<p>⇒ The appointed broker is seeking quotes for an overarching policy however the hardening insurance market and the impact on insurers from the coronavirus pandemic is making this process more difficult</p>
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PROCUREMENT:

<p><u>FP/20/21/9.2:</u></p> <p>Deliver new projects and further improvements in respect of National Resilience asset refresh and LTCM activity.</p>	<p>⇒ An opportunity was advertised for the supply of Detection and Monitoring Equipment for Gases and Vapours, to establish a Framework on behalf of National Fire Chief’s Council (NFCC) and National Resilience.</p> <p>⇒ This equipment will be procured for use by Fire & Rescue Services, Police Forces and Health Services, when responding to incidents involving a release of chemical, biological and radiological substances.</p>
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<p><u>FP/20/21/9.3:</u></p> <p>Undertake review of procurement policies, procedures and processes to ensure current best practice in utilised across the Authorities.</p>	<p>⇒ A business case has been submitted and Gateway approval received for a new procurement portal. Amongst the benefits will be the publication in real time of Local Government Transparency Code requirements.</p>
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DEMOCRATIC SERVICES:	
<p><u>FP/20/21/9.4:</u></p> <p>To make greater use of technology to improve engagement between Members and staff; and to raise awareness of the Authority and its Committees.</p>	<ul style="list-style-type: none"> ⇒ Given the ongoing pandemic and the introduction of the Remote Meeting Regulations as a result, during this period, technology has been used to far greater effect within Democratic Services. All meetings of the Authority and its Committees have been taking place remotely, via Zoom and live streamed to the Corporate YouTube page. ⇒ The Authority’s bi-annual Strategy Day also took place remotely, via Zoom during September 2020; and Authority Members have also been provided with presentations and Learning Lunches via Zoom. ⇒ Consideration is currently being given as to how this increased use of technology can be further expanded moving forward, to enable engagement between Authority Members and staff to continue; and hopefully improve. ⇒ Options are also being considered as to how the Authority can raise its profile amongst staff, making greater use of technology; and will be considered by the Member Development & Engagement Group at its next meeting in November 2020.
<p><u>FP/20/21/9.5:</u></p> <p>To embed improved scrutiny processes and practices across the Authority, to ensure scrutiny is adding value and contributing to tangible outcomes.</p>	<ul style="list-style-type: none"> ⇒ In the current Pandemic situation with meetings taking place remotely, during the period; consideration was given as to how effective scrutiny could continue to take place and be embedded. ⇒ A positive meeting of the Scrutiny Committee took place remotely during September 2020, at which Members undertook a review of the work undertaken around positive action in recruitment, which was contained within the forward working plan. ⇒ Authority Members were provided with a presentation, were shown a video, and heard first hand from individuals who had been involved directly in positive action activity. ⇒ Consideration is currently being given to the provision of further scrutiny training for Authority Members and Officers, to ensure that the Authority’s Scrutiny arrangements continue to add value and contribute to positive outcomes. This will be progressed during the next quarter.

ESTATES AND FACILITIES:

FP/20/21/9.6:

Implementation of the 5-year capital build programme, taking into consideration potential future station mergers and changes in the IRMP.

EQUALITY, DIVERSITY AND INCLUSION:

ED/20/21/9.7:

To ensure that Legal, Procurement, Democratic Services and Estates have the skills and knowledge to support colleagues, Members and the community equitably.

⇒ The Legal, Procurement, Democratic Services and Estates teams have continued to develop their skills and knowledge to support other departments and Members equitably and this has also been reflected in how they serve the community. The learning delivered through internal and external sources has served the employees with the skills knowledge and experience to assist the team members in fulfilling these roles and this objective.

Glossary of Terms:	
24HRWTR	24 hour whole time retained
ADF	Accidental Dwelling Fire
AGM	Annual General Meeting
AM	Area Manager
APB	Annual Pension Benefit
ARA	Analytical Risk Assessment
ASB	Anti-Social Behaviour
BBFa	Better Business for All
C&C	Command and Control
CBT	Crew Based Training
CFOA	Chief Fire Officers Association
CFP	Community Fire Prevention
CFP	Community Fire Protection
CPD	Continuous Professional Development
CQC	Care Quality Commission
CRM	Community Risk Management
CSP	Community Safety Partnership
DCFO	Deputy Chief Fire Officer
DCLG	Department of Communities & Local Government
DCWTR	Day Crewing Whole-time Retained
DIM	Detection, Identification and Monitoring
DoH	Department of Health
DSE	Disability Equalities Scheme
E&D	Equality & Diversity
E,D& I	Equality, Diversity and Inclusion
EET	Education, Employment or Training
EFAD	Emergency Fire Appliance Driver
EIA	Equality Impact Assessment

ELS	Enhanced Logistic Support
EMR	Emergency Medical Response
ESMCP	Emergency Services Mobile Communication Programme
ESN	Emergency Services Network
FF	Fire-fighter
FSN	Fire Support Network
FRA	Fire & Rescue Authority
FRS	Fire & Rescue Service
GDPR	General Data Protection Regulations
GM	Group Managers
HFSC	Home Fire Safety Check's
H&S	Health & Safety
HR	Human Resources
HVP	High Volume Pump
IC	Incident Commander
ICCS	Integrated Communication Control System
ICT	Information Communication Technologies
ICU	Incident Command Unit
IIT	Incident Investigation Team
IRMP	Integrated Risk Management Plan
IRS	Incident Reporting System
ITHC	Information Technology Health Check
JCC	Joint Control Centre
KSI	Killed and Seriously Injured (in relation to road safety)
LCR	Liverpool City Region
LFRS	Lancashire Fire & Rescue Service
LJMU	Liverpool John Moores University
LLAR	Low Level Activity Risk
LPB	Local Pensions Board
LPI	Local Performance Indicators

LSP	Local Safeguarding Partnership
MAIC	Multi Agency Information Cell
MASH	Multi Agency Safeguarding Hub
MDT	Mobile Data Terminal
MERPOL	Merseyside Police
MFD	Multi-Functional Device
MFRA	Merseyside Fire & Rescue Authority
MFRS	Merseyside Fire & Rescue Service
MHFA	Mental Health First Aid
MIS	Management Information System
MORR	Management of Road Risk
MoU	Memorandum of Understanding
MRSP	Merseyside Road Safety Partnership
MTFA	Marauding Terrorist and Firearms
MTFP	Medium Term Financial Plan
NFCC	National Fire Chiefs Council
NJC	National Joint Council
NOG	National Operational Guidance
NOL	National Operational Learning
NRA	National Risk Assessment
NRAT	National Resilience Assurance Team
NPG	National Procurement Group
NW	North West
NWAS	North West Ambulance Service
NWFO	North West Finance Officer
NWFRS	North West Fire and Rescue Services
NWRPT	North West Regional Procurement Team
OH	Occupational Health
OIG	Operational Intelligence Group
OJEU	Official Journal of the European Union
USAR	Urban Search and Rescue
PAS	Primary Authority Scheme
PCC	Police & Crime Commission
PID	Project Initiation Document
POC	Proof of Concept

POD	People & Organisational Development
PQQ	Pre-Qualification Questionnaire
PPE	Personal Protective Equipment
PPRS	Prevention, Protection and Road Safety
PRM	Premises Risk Model
PTI	Physical Training Instructor
PVP	Protecting Vulnerable People
RBIP	Risk Based Inspection Programme
RM1	Risk Management 1
RNLI	Royal National Lifeboat Institute
RLSS	Royal Life Saving Society
RRRG	Road Risk Review Group
RSL	Registered Social Landlord
RTC	Road Traffic Collision
SCG	Strategic Command Group
SI	Service Instruction
SIR	Serious Incident Review
SIRAH	Site Information Risk and Hazard
SIT	Street Intervention Team
SLT	Strategic Leadership Team
SME's	Small Medium Enterprises
SM	Station Manager
SOFSA	Simple Operational Fire Safety Assessment
SOP	Standard Operational Procedure
SPA	Safe Person Assessment
SSRI's	Site Specific Risk Information
StARS	Staff Attendance Record System
T&C's	Terms and Conditions
TCG	Tactical Command Group
TDA	Training and Development Academy
TRM	Time and Resource Management

VPI	Vulnerable Person Index
UAT	User Acceptance Test
UKFRS	United Kingdom Fire and Rescue Service
VR	Virtual Reality
WTR	Whole-time Retained
YE	Youth Engagement
YOS	Youth Offending Scheme
YPS	Your Pension Service