SERVICE DELIVERY PLAN 2016-17

August to November 2016 Report

Merseyside
FIRE & RESCUE
SERVICE

SERVICE DELIVERY PLAN – 2016-17 ACTION PLAN:

OPERATIONAL PREPAREDNESS:

FP-16/17-1.1 – **Review the Training and Development Academy (TDA) facilities and Croxteth Fire Station site in line with the core training delivery model.**	Scoping document and technical report containing outline requirements for the development have been presented to Estates, architect and Area Manager Preparedness. Report refers to requirements for TDA and Croxteth fire station sites.
FP-16/17-1.2 **Develop resilience arrangements to support Tactical Co-ordination Group (TCG) and Strategic Co-ordination Group (SCG) during large scale/significant incidents.**	Departmental meeting held to review options. Linking in with multi agency under Joint Emergency Services Interoperability Principles (JESIP) doctrine within Local Resilience Forum workstreams. Work ongoing on the Fire Control working party with the representative bodies.
FP-16/17-1.3 **Cross directorate review of operational uniform and support staff uniform.**	Uniform project group established and first meeting held on 21 September 2016 where a proposal was agreed for a uniform for operational day rig and day wear. This proposal is being submitted to Operational Scrutiny for consideration on 6th January 2017. The next project team meeting is to be held on 30 January 2017 to discuss support staff uniform.

OPERATIONAL RESPONSE:

FP-16/17-2.1- **Ensure that we maintain the health, safety and welfare of all Merseyside Fire and Rescue Service staff.**	1. MFRS in conjunction with Bureau Veritas have completed the 3 phases of the contaminated kit project. Results have been submitted to the Health and Safety committee along with Chief Fire Officers Association (CFOA) National Lead. 2. MFRS has initiated talks with a company to look at an e-ARA (analytical risk assessment) this system will be linked to the Bowtie process that will be used by National Operational Guidance (NOG). As an interim to the development of an e-ARA further training has been rolled out to operational crews via Station Managers and the standardisation process. 3. The Health and Safety Department have enhanced training and e-learning on the portal to assist with Accident Investigation and this is continually monitored through Near Miss, Level 1 scrutiny meetings along with Level 2 investigations at the Road Risk /Workplace Review Group which have all improved investigation processes.
FP-16/17-2.2 **Continue to strengthen operational response through improvements identified as a result of effective monitoring audit and review of the operational response function.**	The Operational Assurance (OA) process is now fully implemented and is incorporated as core business within MFRS. Operational Assurance at incidents is allocated to Senior Officers on a rota basis and the wider OA tool kit is carried out on a daily basis by the OA Team based within Operational Response.
FP-16/17-2.3- **Manage our resources efficiently and effectively in order to continue to deliver an excellent operational response in the context of further reductions in available resources over the 4 year period covered by the 2015 Spending Review.**	The planned roll out of the phase 2B system enhancements has slipped into quarter 4 following some technical challenges at the suppliers end. Currently 38 of the planned 42 system changes have been signed off in user acceptance testing (UAT) as complete with the final 4 scheduled for release into test in early January. Once UAT is completed the enhancements will be deployed into the live environment and staff will be able to access them. The deployment of the application upgrades will allow for a review into Time and Resource Management to commence in quarter 4 which will guide future decisions as to the structure and functions of the team.

	Response has led the review of the operational response provision as we planned towards 2020 utilising the fire incident response simulation (FIRS) software to analyse potential options. The outcome of this work having been scrutinised and developed by SMG has now formed the basis the response planning within IRMP 2017-20.
FP-16/17-2.4- **Utilise service delivery/station resources in the most effective and efficient way to ensure we maintain safe effective fire-fighters and deliver station plans which contribute to developing safer stronger communities.**	24 hour wholetime retained working at Kirkby, Eccleston, Birkenhead & Wallasey and day crewing wholetime retained working at Aintree and Kensington has been in place for over 3 months. Both systems have been supported over this bedding in period with guidance developed to assist staff working these systems. Work in ongoing to finalise arrangements for the allocations of recruits from course 1/2016 which will provide a further 2 days crewing wholetime retained pumps. Agreement has been reached over introduction of flat single payment for completion of detached duties with implementation planned in quarter 4. Response continue to support the consultation management with this project and will assist in ensuring all other relevant departments have updated policies and procedures to reflect this new way of working.

PEOPLE & ORGANISATIONAL DEVELOPMENT:

FP-16/17-3.1- **Continue to deliver a comprehensive workforce strategy.**	The Workforce Strategy is aligned at a number of levels which incorporates a two year recruitment strategy, and a twelve month development and promotion strategy using the organisational Gateway process and subsequent development strategy to ensure the organisation fully anticipates its employee requirements.
FP-16/17-3.2- **Implement and evaluate the organisational Capability Procedure and revised Absence Management process.**	Policy and procedure are now fully implemented and operational. This has seen a reduction in sickness absence to below organisational targets since its introduction. Further work goes on to analyse certain absence specifics
FP-16/17-3.3- **Continue to introduce flexible contracts and working.**	This work is ongoing and embedded within the next three year recruitment strategy
FP/16/17/3.4- **Deliver a support staff review.**	This has been completed for financial year 2016 / 17. Further work will begin in April 2017
FP/16/17/3.5- **Continue to develop a range of strategies to improve fitness and wellbeing.**	The Service continues to deliver an excellent health and wellness strategy that meets organisational need and is fully supported by the Representative bodies, as demonstrated with the outcomes described in **FP-16/17-3.2-**

PREVENTION:

FP-16/17-4.1- **Reduce accidental dwelling fires and deaths and injuries which result from these fires in Merseyside. Proactively engage with internal and external stakeholders and partners to identify and assess risk, in homes and communities delivering interventions, promoting fire safety and community safety.**	We continue to deliver HFSC's, to date in this reporting year operational crews have delivered over 35,000 (60% targeted at aged over 65's). Advocate performance is up 50% in this reporting year in terms of reaching high risk people. There has been extended engagement with health partners and carers this has generated referrals for advocates in addition to the profile of hoarders (following a fatal incident). We continue to use social media platforms to engage communities and support Fire Kills campaigns.
FP-16/17-4.2- **Reduce fires caused by antisocial behaviour in those areas of Merseyside most at risk. Reflecting the Anti-social Behaviour, Crime and Policing Act 2014 the Directorate will put vulnerable people and communities at the heart of everything it does.**	"Each Local Authority Community Safety Partnership (CSPs) has anti-social behaviour as a thematic priority. MFRS has a senior officer representative within each of the respective CSP's and the officers work with partners to identify priority areas/wards and coordinate assets to prevent and or reduce anti-social behaviour. There has also been extensive work done to mitigate the effect of industrial scale illegal fly tipping and associated secondary fires (Lead Agency - Environment Agency via the local resilience forum). The Service has also seen an increase in deliberate vehicle fires which is largely attributable to organised crime gangs arson attacks and or scrambler bike fires due to use of smart water tactics by Police. This quarter also contained the bonfire period which was particularly challenging this year due to the effect of austerity on partners, the key nights being over a weekend and the unusually dry weather (see full bonfire report for further detail). A proportion of the Arson Advocates workload has increased with the agreement to complete all gold and silver Multi-agency Risk Assessment

	Conference (MARAC) and Independent Domestic Violence Advisers (IDVA) high risk referrals as part of the Community Safety Partnership's/Police and Crime Commissioner's priority for domestic abuse (additional information can be provided on request). Actions, progress and case studies are reported via the Partnerships and Knowing your Communities meeting and performance against the deliberate secondary fires is 146 below the 3353 cumulative target."
FP-16/17-4.3- **Prevention work contributes to protecting vulnerable people and places, we recognise that fire has a socio-economic dimension and as such we have a strong commitment to equality and diversity. We will work collaboratively with partners to support and protect our communities.**	We have had extended engagement with a number of partners including Whiston Hospital and Addaction as part of the work to identify vulnerability. We will be evaluating the VPT, one proposal will be to create 4 x VPT hubs to continue to enhance our offer and uplift performance. Work continues around SAFE and Well, we will be communicating to staff in Q4 and implement with advocates from April 2017 in line with IRMP proposals.

PROTECTION:

FP-16/17-5.1 – **Develop and embed operational fire safety through the new Protection Watch Manager role. Introduce the Simple Fire Safety Assessment to operational crews.**	Action 1 The Protection Response Officers team is still under establishment with only 2 of the team of 4 being able to respond. As such the team is only available on 2 days in the week (Monday to Thursday) and 2 weekends per 4 week cycle (weekend cover Friday 5pm until 9am Monday morning) Additional Watch Manager development has been identified with 1 member of the team successfully completing the ICL2 course. Further development opportunities are planned for the new year including enhanced legal training. Action 2. Operational Protection capacity is prioritised on delivering Simple Operational Fire Safety Audit (SOFSA) training, this has prevented any opportunities to deliver the remaining FiBE modules and this action is unlikely to be achieved in this fiscal year. Action 3. SOFSA training is continuing to be delivered to response personnel. Currently we have completed all the training to Sefton district and continue to deliver in the Wirral and have completed approximately 80% within that district. SOFSA training and implementation is under review to explore how current limitations in the establishment can be overcome in order to achieve the April deadline for full Service implementation across all Fire Stations Action 4.

	Progress has been made on linking Protection Response to Operational Preparedness and plans are being shaped that will see Protection scenarios and support built into the Services exercise programme.
FP-16/17-5.2 – **Revise the new Risk Based Inspection Programme to reflect the new tiered structure of technical Fire Safety Officers. Implement the new Chief Fire Officers Association (CFOA) short audit to enhance the effectiveness of risk based targeting and reduce the regulatory burden on compliant businesses.**	1. The Business Fire Safety Advisers recruited in October have completed their Fire Safety Foundation Course and have commenced Business Fire Safety Campaigns including Fireworks licenced premises during the Bonfire Period. 2. The Chief Fire Officers Association short audit form in now established in MFRS Protection and is up and running as normal business. 3. No work to date, whilst Government have raised the generic issue of benchmarking to date the Home Office has retained the previous model of performance reporting inherited from Communities and Local Government (CLG).
FP-16/17-5.3 – **Support business fire safety compliance by developing actions arising from the Engaging with Business seminar. Further develop and embed the HeritProt[1] strategy.**	1. Scoping for a proposal for research funded by profits from last year's Engaging with Diverse Businesses conference to be conducted by a firefighter as part of her Masters study. The subject of the study is to focus on investigating the barriers to ethnic business in engaging with fire safety regulators. 2. The heritage exercise programme got off to a good start however the autumn exercises were cancelled by the hosts (Liverpool Museums) due to emerging priorities independent to the exercise programme. These exercises have now been scheduled to run in 2017.

FINANCE:

FP-16/17-6.1- **Maintain and update the Authority on the progress of implementing the approved financial plan, and in particular any savings proposals.**	2016/17 Budget - Savings for 2016/17 fully implemented
FP-16/17-6.2- **Review the year-end closure of accounts process in order to meet the Revised statutory deadline at the end of May (previously June) for completing the Statement of Accounts 2017/18.**	Successfully completed all 2015/16 work within the proposed deadline for 2017/18. Task completed.
FP-16/17-6.3- **Continue to develop the production of monthly reports for the Identification of pensionable pay for FPS92, FPS06 and FPS15.**	Task completed and reports now being sent to YPS on a monthly basis

LEGAL:

FP-16/17-7.1- **Provide an improved legal service to fire stations in the community.**	The legal team has visited and provided ;legal advice to several stations and this will continue in the next year
FP-16/17-7.2- **Continue to provide timely legal support throughout the current station mergers project and any future projects.**	Station mergers are ongoing and legal support is provided on a continuous basis.
FP-16/17-7.3- **Provide training and development to departments of the Authority where identified as required to ensure effective and efficient service provision.**	Training is being provided on the Regulation of Investigatory Powers Act 2000 and other issues as required and identified.

Procurement:

FP-16/17-8.1- **Support corporate priorities and work to ensure the successful delivery of priority work programmes.**	Procurement work in relation to the Station Change programme continues. A number of contracts have been let on behalf of the North West region for Personal Protective Equipment (PPE) (gloves, boots etc.) with more projects planned for helmets, gas tight suits and water rescue suits. MFRS are leading on all of these for the North West.
FP-16/17-8.2- **Identify efficiencies and implement improvements in procurement activity.**	A Procurement/Finance task group has been set up to identify opportunities to improve efficiency in the P2P process. An initial meeting has been scheduled in January 2017. The group will also consider potential improvements to the use of the Advanced 'Efin' application. Updated Terms and Conditions have been drafted on behalf of the North West region and will be released for use in January 2017.
FP-16/17-8.3- **Foster greater collaborative partnerships with other public sector organisations.**	Work is ongoing with other North West Fire Services – a regional procurement plan for 2017/18 has been developed and is aligned to the Asset Refresh plan devised by the NW Technical Officer group. Chief Fire Officer and Head of Procurement are on the Chief Fire Officers Association Strategic Commercial Committee to support national procurement initiatives.

Democratic Services:

FP-16/17-9.1- **Continue to look at ways in which these information management systems can be utilised to full capacity, to make processes across the Department as efficient as possible**	The Democratic Services Admin Team continue to maintain a log of any issues experienced with systems used across the Department; and any resolutions to those issues for future reference. The Admin and Democratic Services Teams have explored ways in which the Modern.gov system could be used more widely. For example, the system is now set up to administer meetings of the Local Pensions Board, as well as for managing other internal reports which undergo a sign-off process.
FP-16/17-9.2- **Continue improving Authority member engagement with all groups of staff.**	Members' station visits have continued. In October, Members visited Croxteth Fire Station followed by a visit to the Training and Development Academy were they met the current recruits and engaged with support staff based there. In November Members visited Aintree and Kensington Fire Stations. Sessions have been arranged for Members to visit and engage with Fire Control staff in January. A poster is being produced for distribution to all Authority premises, which will include photographs of Authority Members and information regarding the role of the Authority and were signposting people to the relevant pages of the website for additional information. Authority Members have provided responses to several questions, which will form the basis of future articles for the "Hotnews". In addition, links to any new Committee Agenda's published are now included in "Message of the Day".
FP-16/17-9.3- **Create an Intranet Portal page specifically for Authority members to enable easy access to relevant information from one place.**	Following discussions with Strategy & Performance; and due to issues encountered with equipment and security, it was agreed that information for Authority Members would be contained within the Website rather than

	the Portal. This action is therefore on hold at present, pending the development of the new Website

Strategy & Performance:

FP-16/17-10.1- **Continue to embed Equality and Diversity excellence into the organisation.**	1.1 work continues on the E&D training package. Content has been created and it currently being tested. Discussions are ongoing on the best platform for the training. 1.2 Staff survey feedback is being gathered to inform next steps. 1.3 The process of gathering evidence against the requirements of the framework has commenced. There is some uncertainty about the future of the current framework and peer assessment process and this is connected to national work currently ongoing to develop a set of standards for the fire and rescue service and the creation of a fire inspectorate. As a result of these uncertainties, it is considered that it is not a cost effective exercise to go through a peer review until the future arrangements have been agreed. MFRS would be keen to consider taking part in any pilot assessments linked to new arrangements. It is important to continue with the self-assessment process to prepare MFRA for future assessments, but most importantly to ensure that the Authority can continue to demonstrate compliance with the Public Sector Equality Duty and work towards achieving its own Equality and Diversity objectives.
FP-16/17-10.2- **Develop and maintain information management systems to support change and improve business processes whilst improving information security and governance.**	2.1 Following the implementation of the new governance arrangement for new and replacement application, we have seen a number of application projects pass through the governance process. Most noticeably the operational risk application which will ensure we have a central repository for all operational risk information which will be made available on MDTs (mobile data terminals). It was decided that this application was to be developed internally by our development team. Once developed, this application will bring great efficiencies for the organisation and also replace a number of legacy applications which will reduce annual support and maintenance costs. The application and the processes around it will also

	remove duplication and minimise any manual and paper based activities that are currently in place. There are a number of other application projects / business cases working through the governance process and will continue to progress early next year. Some examples are: new website, fuel management application, station management system, payment gateway, and compliance application.
FP-16/17-10.3- **Develop and maintain effective communications and media management with high quality presentation and promotion of information.**	3.1 A well received bonfire campaign combined traditional media with a strong social media approach. Short video clips were popular and this approach is being carried through to the Christmas period. MFRS first contribution to the regional newspaper for disabled people, All Together Now (alongside GMFRS) provided an opportunity to take a very prominent double page spread in the paper to highlight services for disabled people. Some major and high profile incidents during the period, including a dockland waste recycling incident and fatal fires, placed high media liaison demands on the team and highlighted the impact that reacting dynamically can have on day to day coms work. Despite this, the team worked well with partner organisations to warn and inform the public and communicate extensively through social and other media. 3.3 Good progress has been made in relation to redesigning the website. Three design companies have presented to the project team and budget has been made available by redirecting previous capital spending rather than requesting new growth. The full business case is currently being developed.

Information and Communication Technology (ICT):

FP-16/17-12.1- **Implement an information and communications infrastructure that will enable efficiency through current and emerging technology in light of a new ICT Managed Services Provisions Contract which starts in April 2016.**	1. On-going. In the reporting period - the Konica Multi Functional Device audit was completed - Enhanced telephony resilience delivered to Fire Control 2.The ICT Strategic Framework as proposed in the Telent Managed Services Contract negotiations has been implemented and is working well. 3. In Sep 2016 the Business Relationship Manager (BRM) successfully completed a six month probation. 4. A weekly DevOps team meeting takes place. From the ICT Ops side; the BRM and a Telent engineer attend. Application Management collaborative working remains strong with clear structures for both development and governance Work on Windows 10 tablet evaluation and a Windows 10 rollout continues. 5. Azure proof of concept completed. Meetings have taken place to understand Azure billing. 6. Work has been completed and the finalised Microsoft products list has been used as part of a mini competition and initial cost estimates were fed in to the 2017/2018 to 2021/2022 Capital budget preparation
FP-16/17-12.2- **Respond to national initiatives. The Service is scheduled to switch from the current Airwave communication system to an Emergency Services Network which will provide broadband type connectivity which will allow us to utilise application type systems, consequently we are working to ensure the infrastructure and software systems support this.**	The IT Health Check was undertaken in August / September and forward together with our summary guide to Home Office in November. The critical tasks that required immediate action or mitigation have been actioned. Ongoing consultation with Capita (Supplier) to ensure ICCS compliance to ESN requirements.

	All ESMCP Project related activities for which MFRS are responsible have been completed within the timescales required by Home Office central team. MFRS remain on-track to transition from Airwave to ESN late 2017.

Assets:

FP-16/17-13.1 **Ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved through the estates portfolio (by developing and implementing a 5 year Asset Strategy).**	Ongoing feasibility works being carried out for collaboration with blue light partners.
FP-16/17-13.2- **Ensure when land and property assets become surplus to MFRA requirements we dispose of them to facilitate and drive service transformation and economic growth in the Merseyside region whilst generating maximum capital receipts**	All land and building has been uploaded onto Epims Individual strategies being developed for empty properties.

Strategic Change and Resources:

FP-16/17-14.1- **Ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved through the estates portfolio (PFI And Station Merger Project).**	The estates and facilities management function continue to deliver safe effective environmentally considerate locations for our staff to work in and from. Asset management plans have been reviewed following the strategic decision to retain certain locations as “Days Only” staffed stations. This has required a refurbishment programme to be factored into the capital project planning cycle. The Station refurbishment planning remains aligned to the

	IRMP process to ensure the estates portfolio will support service delivery as new ways of working are implemented. The function continues to provide management and support for all the Private Funding Initiative (PFI) Stations across Merseyside, Lancashire & Cumbria Fire & Rescue Service. The PFI board have approved a review of this arrangement to identify where savings can be achieved through a change in the resource commitment from Merseyside. This review is currently underway. The function continues to manage and monitor the effectiveness of the Facilities management outsource contract.
FP-16/17-14.2- **Manage change projects to ensure that the Authority's physical infrastructure and Ways of Working are delivered in line with value for money principles.**	The Strategic Change and resources Function is currently delivering the following change projects: **Blue Light Collaboration.** The Corporate service review alongside Deloitte, Merseyside Police and the Office of the Police & Crime Commissioner has been completed and consultation on its proposed transformation has been taking place. Working in partnership with Merseyside Police and North West Ambulance Service an outline business case has been drawn up for the following areas: • Community Risk Management • Operational Response • Operational Preparedness including Operational Planning and Training. Consultation with all relevant stakeholders is taking place and the outcome of this is shaping the full business case. **Station Change**

	The Function continues to provide management for the three station merger projects approved by the Authority. This project aims to build three new fire stations which will facilitate the closure of six. Construction has commenced at Prescott with ongoing feasibility studies being carried out for St.Helen's. In December 2016 Wirral Planning Committee declined permission for the build at Saughall Massie. The Authority is currently reviewing its options for this project. **Emergency Services Mobile Communications(ESMCP)** This programme will provide a new communication system for all 3 emergency services and other public safety users across the country across the country. The system will be known as the Emergency Services Network (ESN). It is anticipated that the timeline for transition will be amended to reflect delays in national delivery work streams, however a formal announcement to that effect has not been made. In addition the function is an active participant in the Training & Development Academy refurbishment project the scoping for which is ongoing. All these projects are being delivered following recognised project management methodology.

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
C&C	Command and Control
CBT	Crew Based Training
NPG	National Procurement Group
CFOA	Chief Fire Officers Association
CFP	Community Fire Prevention
CFP	Community Fire Protection
CFRA	Chief Fire and Rescue Advisor
CRIS	Community Risk Intervention Services
CSP	Community Safety Partnership
DCFO	Deputy Chief Fire Officer
DCLG	Department of Communities & Local Government
DECC	Department for Energy and Climate Change
DoH	Department of Health
DSE	Disability Equalities Scheme
E&D	Equality & Diversity
EET	Education, Employment or Training
EIA	Equality Impact Assessment
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
GM	Group Managers
HFSC	Home Fire Safety Check's
H&S	Health & Safety
HR	Human Resources
HVP	High Volume Pump
IC	Incident Commander
ICT	Information Communication Technologies
IMT	Incident Management Team
IRMP	Integrated Risk Management Plan
IRS	Incident Reporting System
ITP	Invitation to Participate
JCC	Joint Control Centre

LFRS	**Lancashire Fire & Rescue Service**
LLAR	**Low Level Activity Risk**
LPB	**Local Pensions Board**
LPDS	
LPI	**Local Performance Indicators**
MAIC	**Multi Agency Information Cell**
MASH	**Multi Agency Safeguarding Hub**
MERPOL	**Merseyside Police**
MIS	**Management Information System**
MFRA	**Merseyside Fire & Rescue Authority**
MFRS	**Merseyside Fire & Rescue Service**
NEET	**Not in Education, Employment or Training**
NRA	**National Risk Assessment**
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**
OIG	**Operational Intelligence Group**
OJEU	**Official Journal of the European Union**
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**
PTI	**Physical Training Instructor**
RAP	**Reconciliation Advisory Panel**
RBIP	**Risk Based Inspection Programme**
RM1	**Risk Management 1**
RRRG	**Road Risk Review Group**
RSL	**Registered Social Landlord**
RTC	**Road Traffic Collision**
SI	**Service Instruction**
SME's	**Small Medium Enterprises**
SMG	**Strategic Management Group**
SM	**Station Manager**
SOFSA	**Simple Operational Fire Safety Assessment**
SOP	**Standard Operating Procedure**
SPA	**Safe Person Assessment**
SSRI's	**Site Specific Risk Information**
StARS	**Staff Attendance Record System**
T&C's	**Terms and Conditions**
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**
WTR	**Whole-time Retained**
YPS	**Your Pension Service**