SERVICE DELIVERY PLAN 2016-17

End of Year 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.**	Groundwork testing being completed at Training and Development Academy site. Awaiting update from the Architect/Consultant.
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.**	1. A standardised approach to the role of TCG and SCG is being developed including support staff options. 2. Following transferring of the Fire and Rescue Service National Co-ordination Centre (FRSNCC) to MFRS as Lead Authority for National Resilience, the staffing structure of Fire Control will be maintained at 32 with existing rank structure, resilience is available through recall to duty. 3. Options report for support staff to be forwarded to Area Manager once standardised approach has been finalised.
FP-16/17-1.3 **Cross directorate review of operational uniform and support staff uniform.**	Strategic Management Group have been sighted on the operational uniform options. Meeting arranged to agree final selection. Once final selection received the support staff uniform review will commence.
FP-16/17-1.4 **Review of ancillary vehicles to ensure more efficient use of vehicles**	Audit completed. The software Wallchart will be trialled for a car pool system at workshops. Unused ancillary vehicles have been assigned to support the operational appliance changeover/relief system and the replacement programme has been reviewed and realigned.
FP-16/17-1.5 **Create a mobile logistics/welfare system available for deployment**	This has been subsumed into a wider POD and fleet update, however current interim welfare arrangements for large incidents has proven effective following Emergency Medical Response and other such incidents. There is a need to procure a smaller more measured facility. A solution has been determined with the transport manager and we will look to deliver 2017. This will cover Breathing Apparatus and general welfare. Current staffing is via operational staff (alternative staffing). Tender drivers may be utilised in the future once contract arrangements are agreed and firefighter kit negotiations concluded.
FP-16/17-1.6 **Review and implement the Standard Operational Procedures (SOPs) in line with National Operational Guidance (NOG) as part of regional collaboration and support ongoing development of further NOG**	Work continues with the production of new suite of Standard Operational Procedures (SOP). Fire is now complete (with the exception of wildfires). Performing rescues is currently in consultation and programmed to be published end of April, before work begins on Transportation.

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.**	Final user acceptance testing for phase 2B is scheduled to be completed in April 17 (Qt 1 of 17/18). As such the planned Time and Resource Management review will now be picked up in 2017/18 Functional Delivery Plan for response as will the roll out of public holiday functionality to stations. Phase 3 analysis will commence on completion of phase 2B.
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.**	Recruits from course 1/2016 have been allocated to the existing day crewed wholetime resilience (DCWTR) stations therefore both M12 (Kensington) & M18 (Aintree) have two appliances available. Consultation continues with representative bodies over the introduction of a single flat rate payment for the completion of detached duties. Further updates will be provided in 2017/18 Response Functional Delivery Plan.

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. This is continually reviewed and the data analysed for patterns and trends. Some updates are being made to the procedure after a 2 year window to reflect the practical adaptations and build on the successes
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. These contracts have been offered to all new employees. For existing employees the Service continues to favourably consider flexible working applications in line with business needs.
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 The strategies developed by the Occupational Heath team have been recognised externally through awards.

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.**	Operational Crews have delivered over 49,600 Home Fire Safety Checks (HFSC's). Over of 60% of HFSC's were taken from status reports which identify over 65's in the community. Prevention Managers have coordinated over 40 local campaigns this year, the approach adopted has been to work with Time and Resource Management to maximise appliance availability to work with advocates in selective licensing areas and post fire reassurance campaigns. Accidental dwelling fires are likely to be well under our historical low figure of 1053 (14/15). We have achieved incident targets each month. Sadly there have been 7 fatalities in accidental dwelling fires during this year but this is over a 50% reduction from 2015/16 which saw 16 deaths and is the lowest figure for three years for the Authority. Since the centralisation of community safety advocates and tasking through Fire Service Direct we have seen a 40% improvement in performance. We have utilised Fire Kills and social media extensively this year and will continue with this drive. MFRS has delivered over 1500 carbon monoxide detectors to the most vulnerable in our communities (from DCLG allocation and from Gas Networks). On the 20th -26th of March 2017, MFRS launched the multi-agency environmental action days during the CFOA led Arson Awareness Week.
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.**	Following on from the launch of Arson awareness week, the Arson team will co-ordinate with multi-agency partners to deliver one action day per month in each district, targeting the most vulnerable people in the most vulnerable places. The Incident Investigation Team will attend DISARM within local authorities and have knowledge and understanding of the local intelligence within each local authority area. Information gathered will be shared with relevant Arson officers and partners on priority wards. Station Manager for Arson sits on the weekly Threat, Harm, Risk briefing with Merseyside Police.

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.**	During Arson Awareness week, MFRS carried out 436 HFSC's, 59 businesses were spoken to and 22 SOFSA's were completed, 26 properties were target hardened and 34 fly tipping reports were completed. In total 1580 properties were leafleted along with 70 businesses. The Arson Team have made contact with Merseyside Police and other partners to arrange Continuous Professional Development training for the team. In April the team will receive a presentation from Merseyside Serious and Organised Crime Intelligence support unit in relation to modern slavery and human trafficking.

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.**	
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.**	
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.**	

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.**	2016/17 timetable finalised and work commenced on the production of the final accounts, 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.

LEGAL:

FP-16/17-7.1- **Provide an improved legal service to fire stations in the community.**	Station visits took place and are continuing in 2017. The team is competent at presentations and the team will review this Objective when the current programme has come to an end.
FP-16/17-7.2- **Continue to provide timely legal support throughout the current station mergers project and any future projects.**	This is continuing. Feedback provided and project liaison continues.
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 continues as 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. 07.04.17 – Procurement continue to be involved in the Station Change programme as appropriate. Procurement of operational equipment, PPE and vehicles also continues at a local and regional level. MFRS continues to take the procurement lead on a number of Technical Officer group projects. Responsibility for National Resilience Asset Refresh and Long Term Capability Management (LTCM) now sits with Procurement and are being pro actively managed.
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. 07.04.17 – The Procurement/Finance task group has identified some areas of consideration. A new 'Supplier request' process has been developed in response to IR35 legislation and will 'go live' in April 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. 07.04.17 – Procurement are going to explore any new opportunities for joint procurement with police colleagues.

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 continue to develop the Modern.gov system for wider use across the organisation, with the system now being utilised by several teams to more efficiently manage report sign-off processes.
FP-16/17-9.2- **Continue improving Authority member engagement with all groups of staff.**	Members attended engagement sessions with Fire Control staff in January. Members' station visits have continued, with a visit to Toxteth Fire Station taking place on 14th February. Members had opportunity to engage with Operational Staff located at the station and receive input around the equipment on the fire appliance and the command support unit. This visit also enabled Members to engage with the Princes Trust staff and team located at Toxteth Fire Station; and receive a tour of the Fire Fit Hub, which enabled engagement with some of the young people using the facility. For the new Municipal Year, visits will be arranged for Authority Members to other premises not previously visited - for example Marine Fire and Workshops, to enable Members to engage with staff located at those premises. A poster has now been produced and distributed to all Authority premises, which includes photographs of Authority Members, information regarding the role of the Authority and signposts people to the relevant pages of the website for additional information. Articles focusing on Fire Authority Members are now a standing item within editions of the "Hot News".
FP-16/17-9.3- **Create an Intranet Portal page specifically for Authority members to enable easy access to relevant information from one place.**	This action is 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 E learning package for E and D essentials has been designed and is currently being finalised ready for testing before launching with all staff. The next phase will involve working with POD to revisit the current Training delivered to staff and managers to see where E and D standards, skills, knowledge and behaviours are required to be embedded in delivery. 1.2 Second staff survey has been completed and work is under way to continue to engage with staff across all areas of the organisation including Authority members and Operational response. 1.3 Detailed work has been carried out for the self assessment against the framework however the framework is now under review whilst the Home Office introduces its FRS inspectorate process which will include E and D. Currently completing report that outlines the outcomes of the benchmarking self assessment round table meetings that took place during the last 4 months
FP-16/17-10.2- **Develop and maintain information management systems to support change and improve business processes whilst improving information security and governance.**	Following the implementation of the new governance arrangement for new and replacement applications, 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. 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 throughout the year. Some examples are: new website, fuel management application, station management system, payment gateway, and compliance application. One significant success over the last reporting period has been upgrade to the Intranet Portal. The upgraded Portal went live on 20th March with a new look and feel including corporate branding, with some new and improved additional features.

FP-16/17-10.3- **Develop and maintain effective communications and media management with high quality presentation and promotion of information.**	3.1 The team has supported the firefighter recruitment campaign and associated positive action. They have also provided communications input into the Long Service and Good Conduct and Recruit Pass Out ceremonies. They have worked on several prevention and protection campaigns including Business Safety (plus Holiday Lets campaign) and Arson Reduction. They have developed a specification to tender for design and print services (with support from Procurement) to help improve the quality of leaflets, reports and posters. Developing our social media presence continues to be a priority as an excellent way of spreading MFRA messages. The quarter has seen some major incidents with the EMR fire at the docks and New Ferry building explosion requiring significant comms input. Resources remain a challenge for this team and work is underway to explore ways in which we can build more resilience into the team. 3.2 The planned branding work has not been completed due to pressures of other work and will be continued in 2017/18. 3.3 The procurement of a new website is progressing and is a key priority for 2017/18.

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 tender is complete and will go out to market April 2017. - the National Resilience Fire Control has been implemented. - FSN/CRIS Close down. 2.The ICT Strategic Framework has completed its first yearly cycle and has worked well. 3.The Business Relationship Manager (BRM) is firmly embedded into the organisation. 4. A weekly DevOps team meeting remains in place. From the ICT Ops side; the Business Relationship Manager and a telent engineer attend. 5. The Corporate Website and the National Resilience Electronic Support System (NR-ESS) are now live and hosted in Azure. 6. After a robust procurement exercise, Trustmarque are MFRA's new Microsoft Licence Solutions Partner and from April 2017 a new 3 year Microsoft Enterprise agreement is in place, with Microsoft Licencing moving from 'per device' to 'per user'. As a result of the change Microsoft is engaging with MFRA in a collaborative Software Asset Management (SAM) review. The objective of this review is to work with us to confirm that our organisation is fully compliant with current Microsoft licencing standards and to help us better understand our licencing obligations under our current volume licencing agreement.
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.**	Remediation costs and timescales following the IT Health Check undertaken in August / September 2016 have been agreed with Home Office, with funds released to MFRS via Section 31 Grant in March 2017. Home Office have provided additional funding to enable an additional ITHC ahead of transition to ESN in 2018.

	Consultation is ongoing with Capita (Supplier) to ensure ICCS compliance to ESN requirements. A hardware refresh to maintain availability and increase resilience is also planned during this period. 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 following the Home Office announcement of project delays. The NW are currently scheduled to begin transition June/July 2018.

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).**	5 Year asset management plan has been developed and approved, works being undertaken in-line with this year's plan. Condition surveys and inspection regime in place to achieve standardisation across the estate. Actively playing a part in the Merseyside regional one public estate group and the wider local authorities one public estates groups. Ongoing discussions regarding collaboration at Formby fire station, police have decided not to pursue Heswall and Newton le Willows.
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 surplus land and property is currently being valued to ascertain the current market values.

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).**	A review of Private Finance Initiative (PFI) contract was carried out during the year by Local Partnerships but no additional areas for savings were identified. Prescot. There was a significant delay in starting work due to a variety of ground conditions. However, following a start on site in November 2016, the new community fire station & neighbourhood police station are expected to go live in March 2018. Saughall Massie. The initial planning application was refused by Wirral Borough Council in December 2016. A revised planning application, addressing the reasons for refusal, was submitted in March 2017. A decision is expected in June 2017. St. Helens. Difficulties with the selected site have meant that no works have taken place. However, MFRS have been offered an alternative site in a prime location which offers even better potential response times. Desk top & intrusive surveys are being commissioned to establish whether it will be cost effective to build a new fire station on the site.
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 current status of the change projects: **Blue Light Collaboration** The Corporate Service Review has been split into the group categories for change (Deloitte categorised each of the Corporate Services functions identified in the report as A – D based on level of change) and each are being considered as an individual unit in each organisation before a joint group of Police and Fire consider options going forward. At present, all Category A functions (ICT / Resources) have been discussed and further decision by the executive will follow. Category B functions are scheduled for review in the next quarter. The Blue Light Collaboration team are progressing work streams in the areas of Operational Response (Concern for Welfare Forced Entry, and Missing

	Persons Joint Approach) and Operational Preparedness (Colocation of Planning Teams, and Collaborative Training). Lead officers have been appointed to each strand of training and will report back on their findings. Consultation with all relevant stakeholders is still on going and will shape the formation of any 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 community fire stations which will facilitate the closure of six current stations. Construction has commenced at Prescot with an anticipated completion date of March 2018. Ongoing feasibility studies are being carried out in St. Helens at a site which will hopefully include NWAS &/or Merseyside Police. In December 2016 Wirral Planning Committee refused permission for the build at Saughall Massie. A revised application, taking account of the reasons for refusal, was submitted in March 2018 and it is hoped that this will be determined by Planning Committee in June 2018. **Emergency Services Mobile Communications(ESMCP)** The ESMCP programme continues to progress although the transition period had been postponed by 9 months, this has been announced following review by the Public Accounts Committee. Following our IT Health Check and subsequent review by the Home Office, funding has been made available to complete the required IT remediation work to bring the services IT security up to the ESN code of connection standard. The process of registering the organisation within the Framework agreement is due to be signed off and this will allow for the procurement of the Direct Network Service Provider (DSNP) connection to Vodafone. January will see the required upgrade of Vision which allow our control room to handle ESN voice and data traffic. User testing and trials of the new devices will take place in April 18', North West regional transition onto the new network will commence in July 18'

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**