

SERVICE DELIVERY PLAN 2016-17

April to July 2016 Report



SERVICE DELIVERY PLAN – 2016-17 ACTION PLAN:

OPERATIONAL PREPAREDNESS:

<p>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.</p>	<p>2/9/2016 Two separate meetings have now been held with Estates and an architect. Group Manager from Training and Development Academy has produced a scoping document and technical report which have been provided to the architect. These will be utilised to inform a feasibility study as to options for the TDA/Croxteth site development. A further meeting is scheduled for 14.09.16.</p> <p>GM TDA has completed a draft SMG report and provided it to AM Preparedness for consideration and approval to submit to SMG.</p> <p>Discussions as to budget provision have not yet taken place and these will be informed by the options presented in the architect's feasibility study report.</p> <p>GM TDA has provided copies of the scoping document and technical report produced so far for dissemination to SMG.</p> <p>Discussions as to commencement of works have not yet taken place as the project is still very much in the scoping phase</p>
<p>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.</p>	<p>2/9/2016 Draft report has been supported to AM Preparedness for consideration. This will need reviewing and updating following the recent publication of second edition of Joint Emergency Services Interoperability Programme (JESIP) doctrine and the requirements for a Multi Agency Information Cell (MAIC). The structure of the MAIC will also require consultation with Local Resilience Forum partners.</p>
<p>FP-16/17-1.3 Cross directorate review of operational uniform and support staff uniform.</p>	<p>There have been various discussion regarding uniform and we are nearing a point where we will report to SMG with the proposal for an Operational rig and a proposal for a staff engagement exercise for non operational staff. SMG will be asked to consider corporate wear again as there has been some blurring of an earlier decision to only have corporate wear for front of office. Support staff will be either asked to wear appropriate office attire or where they require a working rig an appropriate rig will be provided. We will also review the uniform worn by Youth</p>

	<p>Engagement and prevention, both will require uniform but it will be different to the operational rig. Diversity manager has agreed to lead the staff engagement. PPE (Fire Kit) Bureau Veritas have reported and report sits with Health and Safety and will go to the next H&S committee, but essentially it found no significant issues from the trial and testing. Exposure to the airborne contaminants monitored was found to be significantly below their respective WELs (Workplace Exposure Limit) in this exposure scenario and current practice appears to provide adequate control.</p>
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OPERATIONAL RESPONSE:

<p>FP-16/17-2.1- Ensure that we maintain the health, safety and welfare of all Merseyside Fire and Rescue Service staff.</p>	<ol style="list-style-type: none"> 1. MFRS / Bureau Veritas have completed the three phases of the contaminated Personal Protective Equipment (PPE) project and findings have been shared with the Chief Fire Officers Association (CFOA), NW FRS's and Rep Bodies. The projects reports will be uploaded onto the portal following the next Health and Safety Committee meeting. 2. Work is ongoing with the H&S department and Rep Bodies and other internal MFRS departments. 3. The Accident Investigation process is still under review, the Health & Safety Team and internal partners have developed and delivered information to Senior Officers on Command Seminars and have issued advice and guidance on the investigation process in conjunction with the Legal department and Incident Investigation Team to all Line Managers on the Portal.
<p>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.</p>	<p>The review of Operational Assurance has been completed. A new policy and a new Operational Assurance Service Instruction has been created. The Service Instruction has been through consultation and an email has been sent all MFRS.</p>
<p>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</p>	<p>Work continues on the implementation of phase 2b development within the STARS application. User acceptance testing is planned to be completed in early Sept to allow a roll out of the new functionality to stations in Oct. Once completed phase 3 work will commence along with a review of TRM procedures in relation to</p>

2015 Spending Review.	streamlining processes to align with the developments within the application.
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.	<p>Significant work has been carried out to ensure a seamless transition to the new 24hour wholetime retained duty system at Ecclestone, Kirkby, Birkenhead and Wallasey; and Day Crewing at Aintree and Kensington. Out of 49 staff displaced as a result of structural changes, 33 secured a preferred location, with a further 8 staff agreeing locations as part of informal resolutions.</p> <p>A further 96 personnel have been issued with retained contracts and will commence providing retained cover as of 5/9/16.</p> <p>Work continues with representative bodies as we move towards a flat single payment for detached duties.</p>

PEOPLE & ORGANISATIONAL DEVELOPMENT:

FP-16/17-3.1- Continue to deliver a comprehensive workforce strategy.	<p>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</p>
FP-16/17-3.2- Implement and evaluate the organisational Capability Procedure and revised Absence Management process.	<p>The Capability process is now fully integrated into the organisation, and has contributed to a major reduction in sickness absence figures across all employee lines. A major success has been seen in the reduction of long term sickness from 48 employees down to single figures. A revised focus will now be placed on short term absence</p>
FP-16/17-3.3- Continue to introduce flexible contracts and working.	<p>Positive work continues with the representative bodies, and heads of departments to explore all options and to consider all request in line with Organisational requirements and appropriate employment legislation</p>
FP/16/17/3.4- Deliver a support staff review.	<p>Work is currently ongoing to consider delivery options to meet the financial challenge placed on the Authority. A special SMG working group is currently considering all savings options, and reports will be produced at the most appropriate time , in conjunction with representative body consultation , and employment legislation timescales</p>

<p>FP/16/17/3.5- Continue to develop a range of strategies to improve fitness and wellbeing.</p>	<p>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-</p>
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PREVENTION:

<p>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.</p>	<p>We continue to deliver HFSC's set against the NHS over 65 data, performance for community fire stations is positive, advocate performance has seen a significant uplift in Quarter 1 since centralisation of advocate resource.</p> <p>We continue to run mini campaigns set in Local Authority selective licensing areas to target adult vulnerability.</p>
<p>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.</p>	<p>We continue to monitor anti-social behaviour fires and look for emerging threats such as organised crime gang activity.</p> <p>We continue to support the Police and Crime Commissioner's (PCC) office and 5 Local Authority Community Safety Partnership's and the key objectives set by the PCC.</p> <p>We have looked at emerging threats such as refugees and asylum seekers to ensure we support partners and mitigate risks where possible.</p> <p>We continue to deliver Road Safety sessions across Merseyside and our engaged with Liverpool Youth Offenders Team.</p>
<p>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.</p>	<p>The Vulnerable Persons Team has been implemented and the central triage of HFSC's though Fire Service Direct for district advocates is now taking place, we have refined administrative tasks to ensure more time is spent by advocating delivering interventions.</p> <p>We continue to support a number of Local Authority initiatives to target vulnerability for example in Sefton we are supporting the welfare reform and poverty working group.</p>

	We have established a new internal governance meeting from across the Community Risk Management directorate and other vested stakeholders to share information regarding Equality and Diversity (Knowing your Communities).
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PROTECTION:

<p>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.</p> <ol style="list-style-type: none"> 1. Embed and develop the new Protection WM role to provide 24/7 response to supporting protection elements of the operational role. 2. Deliver the remaining modules of Fires in the Built Environment to all operational crews. 3. Introduce Simple Fire Safety Assessments to be routinely completed by Operational Crews. 4. Align Protection expertise to enhance operational preparedness. 	<ol style="list-style-type: none"> 1. The selection process was successful in identifying 4 Watch Managers (WM) for the new Protection WM role and a further 4 to enter development to ensure effective succession within the team. The team has been established, albeit running 2 positions light due to shortages of operational WM's preventing the release of 2 of the successful candidates. Issues with contracts have now been resolved and the 2 WMs posted into the team will provide a level of Operational Response cover from 1 September. It is expected that the WM establishment issue will be resolved during Sept 16 and then the 2 remaining members will be released to join the team. 2. Objective complete. Planning has now been commenced to develop module 2 of FiBE. 3. The implementation of the Simple Operational Fire Safety Assessment (SOFSa) has been delayed due to slower than anticipated progress in relation to the development of the form (as a consequence of another function taking higher priority on ICT development). SOFSa is currently being implemented in a phased approach, with encouraging results. This has led to an increased number of referrals to the Protection officers on district and whilst this has impacted on capacity to complete routine audits the referrals are entirely appropriate and proving to provide accurate intelligence on high risk, thereby enhancing the effectiveness of the Departments risk based targeting. 4. The Protection Response team are currently exploring options to align Protection expertise to enhance operational preparedness, to include active involvement of the Protection Watch Managers in operational planning and exercises. Operational Intelligence Group will also be considering the role of the Protection WMs in assisting multi-agency intelligence as per the revised JESIP protocol.
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<p>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.</p> <ol style="list-style-type: none"> 1. Revise the MFRS Risk Based Inspection Programme to reflect the new tiered structure of technical fire safety officers (matching expertise to risk). 2. Implement the new CFOA short audit form to enhance the effectiveness of risk based targeting and reducing the regulatory burden on compliant businesses in line with the Governments Better Regulation agenda. 3. Review performance in relation to risk reduction and any requirements from the Home Office in respect of performance reporting. 	<ol style="list-style-type: none"> 1. The Risk Based Inspection Programme (RBIP) was revised in June using local analysis to enhance the effectiveness of risk based targeting. The function within Sophtlogic to automatically create re-inspections has been deactivated to enable Protection Officers to prioritise according to risk as per the revised Service Instruction. District management of Protection Officers is ensuring that as far as intelligence allows expertise of the Technical Officers is being matched to risk and where this is not possible it is referred to an officer with a higher level of competence. 2. Objective complete, all Protection Officers have been trained, the software developed and the process is now live. 3. The existing performance targets for Community Fire Protection have been reviewed and several issues identified (significant time burden in recording, little ability to utilise the findings for the benefit of performance therefore no ability to equate the impact of risk reduction activities by Protection officers). Next step to identify options for targets that provide a measure of risk reduction.
<p>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 HeritProt¹ strategy.</p> <ol style="list-style-type: none"> 1. Develop the actions arising from the Engaging with Diverse Business seminar to better support those businesses to achieve fire safety compliance 2. Develop and implement a programme of heritage exercises to further embed the learning from the HeritProt initiative and our work on the CFOA regional heritage strategy. 	<p>The Protection Department in conjunction with the Liverpool World Museums had planned for two Heritage exercises to take place during 2016.</p> <p>The first exercise was scheduled to take place in April time at the World Museum and the second exercise was scheduled to take place in September at the Maritime Museum.</p> <p>World Museum exercise scheduled for April was postponed due to unforeseen Museum commitments and will now take place on the evening of the 7th September.</p> <p>A second exercise scheduled will take place later in the year at the Maritime Museum, date to be confirmed with Health and Safety Operations Manager from Liverpool World Museum post exercise on 7th September.</p>

FINANCE:

<p>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.</p>	<p>Ongoing – 2016/17 savings have been actioned. SMG are developing proposals for Operational Response staff and Support Staff savings.</p>
<p>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.</p>	<p>Ongoing- 2015/16 statement of Accounts were prepared by end of May. This was a successful trial run in order to meet future Government regulations.</p>
<p>FP-16/17-6.3- Continue to develop the production of monthly reports for the Identification of pensionable pay for FPS92, FPS06 and FPS15.</p>	<p>Ongoing – successfully developed report for extracting data. Report/information will be tested during Oct- March</p>

LEGAL:

<p>FP-16/17-7.1- Provide an improved legal service to fire stations in the community.</p>	<p>Fire Station visits by legal staff have commenced and are running well. This will continue</p>
<p>FP-16/17-7.2- Continue to provide timely legal support throughout the current station mergers project and any future projects.</p>	<p>Ongoing – the Station Mergers Project continues and legal services input is a priority for the Prescott merger and will be for others when they come into fruition</p>
<p>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.</p>	<p>Insurance training has been ongoing and continues and further training is being provided via the legal services fire station visits</p>

Procurement:

<p>FP-16/17-8.1- Support corporate priorities and work to ensure the successful delivery of priority work programmes.</p>	<p>01.09.16 - Procurement are currently drafting the pre-construction and construction agreements for the station mergers contracts. The construction contract for Prescott has been particularly onerous and is still under negotiation. Work is underway to finalise the St Helens pre con agreement.</p> <p>Regional contracts have been put in place for some Personal Protective Equipment (PPE) (eg. water rescue). Wearer trials are underway for other PPE (gloves, boots etc) and the specification for helmets is being finalised during September.</p>
<p>FP-16/17-8.2- Identify efficiencies and implement improvements in procurement activity.</p>	<p>01.09.16 - Procurement are currently drafting the contracts for Prescott and St Helens</p>
<p>FP-16/17-8.3- Foster greater collaborative partnerships with other public sector organisations.</p>	<p>01.09.16 - Procurement are currently drafting the pre-construction and construction agreements for the station mergers contracts. The construction contract for Prescott has been particularly onerous and is still under negotiation. Work is underway to finalise the St Helens pre con agreement.</p> <p>Regional contracts have been put in place for some PPE (eg. water rescue). Wearer trials are underway for other PPE (gloves, boots etc) and the specification for helmets is being finalised during September.</p>

Democratic Services:

<p>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</p>	<p>The LPDS Admin Team continue to monitor the effectiveness of the information management systems used across the Department; and maintain a log of issues and resolutions to inform future use of the systems. No user group events have taken place during the period, however attendance at such events will be agreed as they arise.</p>
<p>FP-16/17-9.2- Continue improving Authority member engagement with all groups of staff.</p>	<p>Work has continued throughout this period to improve Authority Member engagement with all groups of staff. Further Station Visits have taken place at Bromborough and Upton Community Fire Stations; and plans are underway for the 3rd Staff Engagement Day which will take place on 22nd September. Discussions have taken place with the Corporate Communications Team regarding the inclusion of articles in editions of the Hot News, focusing on the Authority and its Members. The first article will be included within the October edition.</p>
<p>FP-16/17-9.3- Create an Intranet Portal page specifically for Authority members to enable easy access to relevant information from one place.</p>	<p>Work has commenced during the period to identify the information to be made available to Members through the Portal page. Further discussions will take place with the Systems Support Team in the near future, to consider how this can be progressed.</p>

Strategy & Performance:

<p>FP-16/17-10.1- Continue to embed Equality and Diversity excellence into the organisation.</p> <p>1.1 Work with training and development staff to staff to embed equality and diversity into training programmes</p> <p>1.2 Carry out the second staff engagement survey</p> <p>1.3 Prepare for and carry out an Equality and Diversity Framework Review</p>	<p>1.1 Work has commenced on developing an Equality and Diversity E learning package for all staff. Reviews have been made of other FRS packages and external corporate packages but decision has been made to develop our own based on Staffordshire FRS E and D e-learning package using learn pro. Support is being gained from TDA to assist with the package development and additional videos are being sourced to ensure the package is as interactive as possible.</p> <p>1.2 The second staff survey has been delivered and 51% of staff have completed the survey, down slightly from last survey at 68% but the overall Engagement score has increased from 55 to 74 percentage points. Results are currently being analysed for Strategic Management Group to utilise in deciding what engagement should continue and where new areas may need to be introduced</p>
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<p>FP-16/17-10.2- Develop and maintain information management systems to support change and improve business processes whilst improving information security and governance.</p> <p>2.1 Develop an effective approach to the management, procurement and in house development of corporate applications to improve processes and the flow and quality of information and to create organisational efficiencies.</p> <p>2.2 Continue to implement Protective Security arrangements; particularly the Government Security Classifications</p> <p>2.3 Continue to develop and improve information security and governance arrangements particularly in relation to staff training and information audits.</p>	<p>2.1 Governance arrangement established for new or replacement applications. - SI 0768 Governance Steps for New or Replacement Application and been produced and published; - Application Gateway Team established to make decisions and prioritise application business cases; - Application Forum has been reformed which gives all application managers the opportunity to review and influence business cases before they are presented to the Gateway Team. - Meetings have taken place with all Functional Heads to discuss the application governance arrangements as well as to understand the application needs across the organisations and to identify potential cross-over, duplication and integration opportunities, as well as any resourcing implications.</p> <p>2.2 & 2.3 - Information Security and Governance - the first information security "floorwalk" took place at headquarters in May. Staff were given prior notice and it was felt that this was a particular benefit as people engaged with the process and worked hard to ensure that they were complying with information security requirements.</p> <p>Staff are reviewing the implications of the EU Data Protection Regulations that are due to be implemented in 2018. These are still valid for MFRS following the EU referendum result. Work will take place to understand the implications for MFRS. Staff are considering the NHS Information Governance Toolkit which is likely to become a requirement for all FRS as they receive increasing amounts of NHS data through data sharing agreements.</p> <p>Protective security activity continues with the Protective Security Group maintaining and reviewing current arrangements to identify when changes might be needed.</p> <p>MFRS will streamline its information governance and security management arrangements by combining the Information Security forum and Protective Security Group.</p>
<p>FP-16/17-10.3- Develop and maintain effective communications and media management with high quality presentation and promotion of information.</p> <p>3.1 We will develop our approach to corporate communications, exploring new and innovative ways of engaging and communicating with</p>	<p>3.1 The Service is making much better use of social media with Tweets and Facebook posts becoming a regular feature of how we communicate with the public. New ways of promoting our services and raising awareness are being implemented including a collaborative exercise with Greater Manchester FRS to take two pages in each edition of "All Together Now": a free newspaper aimed at people with disabilities and on screen advertising space in shopping centres.</p>

<p>stakeholders, including making full use of social media, video and other visual media.</p> <p>3.2 We will develop and introduce a new approach to branding MFRS to maximise impact and create more consistency in brand application.</p> <p>3.3 Review, contribute to and drive a re-design of the Service website to allow more staff to add content to the site whilst maintaining a strictly controlled branded look and feel.</p>	<p>3.2 Work continues on Brand consistency, with poster and leaflet templates being used, but work remains to be done and this will remain a focus for the year.</p> <p>3.3 An initial application for the development of a new website has been completed and is going through the applications governance process to determine if and when the work will be undertaken. This will be considered at a meeting of the applications Gateway Review Team.</p>
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Information and Communication Technology (ICT):

<p>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.</p>	<p>The ICT Strategic Framework as proposed in the Telent Managed Services Contract negotiations has been implemented.</p> <p>The first meeting “Innovation and Technology Forum (1)” took place on 27th July 2016 and further meetings are scheduled as per below.</p> <p>06/10/2016: ICT Strategy and Delivery Alignment Review 14/12/2016: Efficiency and Value for Money Review 23/03/2017: Innovation and Technology Forum (2)</p>
<p>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.</p>	<p>A full IT Health Check including penetration test has been undertaken by CNR in conjunction with our ICT Service Provider Telent.</p> <p>The IT Health check ran from 17/08/2016 – 26/08/2016 and was in preparation for connection to the PSN as part of ESMCP (Emergency Services Mobile Communications Programme). The output report from the health check is due to be presented for to ICT for review w/c 12th September 2016.</p>

Assets:

<p>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).</p>	<p>Asset management plan developed and approved – capital works progressing in-line with this approved plan</p>
<p>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</p>	<p>All land and property details have been updated on the E-PIMS national database, Estates representatives attend regular One Public Estate meeting across the Merseyside region to develop opportunities to maximise the opportunity for collaboration.</p>

Strategic Change and Resources:

<p>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 Objectives and Station Merger Project).</p>	<p>The estates and facilities management function continue to deliver safe effective environmentally considerate locations for our staff to work in and from.</p> <p>A comprehensive asset management plan in in place which included ongoing preventative maintenance through revenue budgets and specific refurbishment schemes as capital projects. An example would be the introduction of LED lighting which is both energy and environmentally efficient on four locations during the current financial year with a programme to include all locations over the next few years. The Station refurbishment planning is aligned to the IRMP process to ensure the estates portfolio will support service delivery as new ways of working are implemented.</p> <p>In addition the function continues to provide management and support for all the Private Funding Initiative (PFI) Stations across Merseyside, Lancashire & Cumbria Fire & Rescue Service.</p> <p>The function continues to manage and monitor the effectiveness of the Facilities management outsource contract.</p>
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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 function is currently providing project management for the Corporate service review alongside Deloitte, Merseyside Police and the Office of the Police & Crime Commissioner. This project will produce an outline Business case and "Target Operating Model" for collaboration across the three organisations in the delivery of corporate (back office) services.

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.

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. This is following the outright closure of Allerton, the disposal of which the function is currently overseeing.

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).

In addition the function is an active participant in the Training & Development Academy refurbishment project.

All these projects are being delivered following recognised project management methodology.

<u>Glossary of Terms</u>	
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