

# **SERVICE DELIVERY PLAN 2020-21**

**April - June 2020**

**Report**



# SERVICE PLAN – APRIL – JUNE 2020

## OPERATIONAL PREPAREDNESS:

### TRAINING:

<p><b><u>FP/20/21/1.1</u></b>  <b>Complete feasibility study and a detailed costing exercise for the proposed redevelopment of the Training and Development Academy (TDA) and Croxteth Fire Station (including collaboration with internal and external partners).</b></p>	<p>This work is ongoing under the TDA Project board, planning permission was granted for the re development of the Croxteth site. However, a site evaluation/feasibility study is being considered for a new wider TDA development which will be reported to Strategic Leadership Team over the next 2 quarters.</p>
<p><b><u>FP/20/21/1.2</u></b>  <b>Enhance Command Training to ensure fire service assets are directed assertively, effectively and safely at incidents including regular assessment of command competence.</b></p>	<p>A proposed new command strategy has been presented and endorsed at the Operational Board which includes moving Watch Managers and Station Managers Tactical Command Assessments to simulation exercises. The strategy will continue to evolve and be implemented during the year with further updates provided to Operational Board.</p>
<p><b><u>FP/20/21/1.3</u></b>  <b>Ensure all staff skills are up to date and promote organisational awareness of the method to record training.</b></p>	<p>Training and Development Academy admin staff are now assisting Time and Resource Management with course nominations which is seeing a more efficient process being implemented which is impacting positively on performance figures.                  A revised training strategy was implemented during COVID which was communicated to all staff. The benefits seen from the revised strategy will be maintained as restrictions lift and the process will continue to evolve.</p>

### COLLABORATION & INTEROPERABILITY:

<p><b><u>FP/20/21/1.4</u></b>  <b>Ensure collaborative opportunities are fully explored and kept under review in line with the Policing &amp; Crime Act 2017, reviewing our Shared Estate, Operations and Support Services. Opportunities will be explored where they are in the interests of efficiency, effectiveness or public safety.</b></p>	<p>Work has been focussed on the co-ordination of joint response to Covid 19 by supporting the Tactical Command Group and the Emergency Services Cell. Issues have been escalated and successfully resolved in relation to Personal Protective Equipment and joint emergency response. Regular Collaboration team meetings are occurring again, both new and existing opportunities are being explored; Body Worn Video, Cardiacsmart accreditation, couriers, agile working, shared welfare facilities for example. The next Blue Light Collaboration Board meeting is scheduled for 29th July.</p>
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<p><b><u>FP/20/21/1.5</u></b>  <b>Continue to embed and improve interoperability through JESIP by working together and working with partners to achieve a better outcome for our communities.</b></p>	<p>Initial preparations and planning are in place for 2020 courses but this was completed prior to Covid 19. Further activity was paused pending a decision from JESIP national Interoperability Board on Continual Professional Development requirements and training for 2020. On June 13 we were informed of the decision to maintain training requirements in 2020. Both training groups have meetings scheduled to discuss appropriate adjustments to enable Covid secure course delivery. Emerging issues are being considered and content of courses reviewed; Marauding Terrorist Attack Joint Operational Procedures, new JESIP for Control Room Supervisors.</p>
<p><b>CONTROL:</b></p>	
<p><b><u>FP/20/21/1.6</u></b>  <b>Implement a comprehensive review of staffing and consider future ways of working for Fire Control.</b></p>	<p>Eight workshops were held in January 2020 with a follow up online survey sent to all staff. Key areas of focus over the next quarter are staff development, new ways of working and career progression.</p>
<p><b>OPERATIONAL PLANNING &amp; INTELLIGENCE:</b></p>	
<p><b><u>FP/20/21/1.7</u></b>  <b>Continuous review of Standard Operational Procedures (SOPs) and training packages in line with National Operational Guidance (NOG) and support the ongoing development and maintenance of NOG through the completion of a Strategic Gap Analysis.</b></p>	<p>National Operational Guidance gap analysis full completed and new amendments are reviewed by Operational Procedure Review Team (OPRT) team on a month by month basis. An internal governance group meet and discuss changes and amendments to Standard Operational Procedures (SOP) through the ongoing review process. E-Learning training modules aligned to SOPs have been launched on a monthly basis. By December 2020 a full suite modules will be available to staff through the Station Training Planner.</p>
<p><b><u>FP/20/21/1.8</u></b>  <b>To continue to review how operational risk information is provided to front line crews, including the future conversions of MFRS Site Specific Risk Information (SSRI) into the development and implementation of Site Information Risk and Hazards (SIRAH).</b></p>	<p>SIRAH due for roll out at Heswall from September 2020. Cross border risk information shared with North West partners via Resilience Direct, North West Fire Service risk information (SSRI) available on Service Portal and Mobile Data Terminals</p>
<p><b><u>FP/20/21/1.9</u></b>  <b>Share Cross Border risk information with neighbouring FRSs through the use of ICT platforms and emerging technology and examine how best to enhance cross border training with neighbouring FRSs to assist when responding to over the border incidents.</b></p>	<p>Review continues on cross border training although live exercising is on hold due the COVID restrictions. Work continues with the Command department to explore how this could shape in the future.          Cross border risk information shared with North West partners via resilience Direct, North West Fire Service risk information (SSRI) is available on the Service portal and mobile data terminals.</p>

<p><b><u>FP/20/21/1.10</u></b>  <b>Identify and plan to reduce Foreseeable Risk to the community and the environment.</b></p>	<p>A review of foreseeable risk within Merseyside has been completed. Within this the Community Risk Register was cross referenced with historic incident data but also with new emerging local risk such as growth within Port of Liverpool. Due to the postponement of the business continuity exercise, the IRMP planning group will utilise the report and National Security Risk Assessment methodology to endorse the planning assumptions and strategic intent.</p>
<p><b>OPERATIONAL RESOURCES AND TRANSPORT:</b></p>	
<p><b><u>FP/20/21/1.11</u></b>  <b>Progress and implement authorised recommendations from the Strategic Leadership Team as to the most effective and efficient means in providing specialist vehicles and equipment in support of front line operational response.</b></p>	<p>POD Review Package Drones reported to Ops Board 29.6.2020. Transport Strategy questions to Resource Board 24.6.2020 and task and finish group are commencing July 2020.</p>
<p><b><u>FP/20/21/1.12</u></b>  <b>Implement a review of Workshop staffing pay rates.</b></p>	<p>Reported to Operational Boards on 28.8.19 and 26.9.19, Red book staff implemented. Green book being progressed.</p>
<p><b><u>FP/20/21/1.13</u></b>  <b>Implement a comprehensive review of Courier staffing and consider future ways of working.</b></p>	<p>Reported to Operational Board 27.1.2020 and being implemented.</p>
<p><b>EQUALITY, DIVERSITY AND INCLUSION:OBJECTIVES</b></p>	
<p><b><u>ED/20/21/1.14 - E&amp;D CARRYOVER:</u></b>  <b>To review the Training and Development Academy facilities and Croxteth Fire Station site in line with the core training delivery model to ensure Equality &amp; Diversity are considered from an access point of view and inclusion in relation to specific firefighter facilities.</b></p>	<p>The facilities have been reviewed and the staffing numbers exceed the provision at present. A request has been placed with Estates to procure porta cabins which will provide additional showers and toilets for the TDA and be utilised mainly by the recruit firefighters. A site survey has been completed and quotes are being reviewed.</p>
<p><b><u>ED/20/21/1.15</u></b>  <b>Utilise our positive action campaigns for recruitment within all departments to ensure diversity.</b></p>	<p>Ops Preparedness seek advice from People and Organisational Development department on all recruitment within the directorate</p>
<p><b><u>ED/20/21/1.16</u></b>  <b>Collaborate and work with other agencies to horizon scan and benchmark any ED &amp; I processes.</b></p>	<p>Equality, Diversity and Inclusion online webinars / training sessions attended by managers to increase understanding and awareness of issues such as unconscious bias. Visit to local mosque to develop understanding of Islamic faith attended by managers and further sessions requested for other members of staff.</p>

<p><b><u>ED/20/21/1.17</u></b>  <b>Research, Develop and Implement Supportive technology, e.g. 999Eye, What3Words.</b></p>	<p>Ongoing research continues with inclusion into functional plan objectives will ensure new technology is considered and included in all future developments within control room through vision 5 upgrade process. What3words is available currently but this will be more accessible in the upgrade of Vision.</p>
<p><b><u>ED/20/21/1.18</u></b>  <b>Uniforms, ensure that are inclusive for all, and the availability of specialist uniform for different faiths/cultures.</b></p>	<p>All will be subject to engagement and testing trials with staff/users and consultation with representative bodies when appropriate.</p>
<p><b><u>ED/20/21/1.19</u></b>  <b>Involve ED &amp; I in all review processes.</b></p>	<p>All work streams relating to E&amp;D in reference to new equipment, procedures, vehicles, uniforms and training will be subject to engagement and testing trials with staff/users to ensure a positive impact on any protected groups. An EIA is completed for any affected change. Staff are actively encouraged to raise concerns, seek information and offer opinions to line managers to take account of the feedback. Staff are supported through the appraisal process and we will at every level ensure staff have the rights skills to fulfil their potential. Collaborate and work with other agencies to horizon scan and benchmark any ED&amp;I processes.</p>

<b>OPERATIONAL RESPONSE:</b>	
<p><b><u>FP/20/21/2.1</u></b>  <b>Continue to maintain the Health, Safety and Welfare of all Merseyside Fire &amp; Rescue Service (MFRS) staff and promote and support a positive Health and Safety Culture.</b></p>	<p>Continuous – incidents relating to Health &amp; Safety (H&amp;S) such as near miss, safety observations, injuries, RTCs etc. are all being reported via OSHENS and investigated with learning shared and communicated. H&amp;S committee periodically meets to discuss matters with Rep bodies and collectively maintain H&amp;S of staff; meetings already taken place supported by COVID specific committee meeting. Road risk and Workplace meetings have taken place to manage risk and H&amp;S safety matters identified in this area. A number of safety flashes have been published.</p>
<p><b><u>FP/20/21/2.2</u></b>  <b>Continue to strengthen Operational Response through improvements identified via effective monitoring, audit, assurance and review of the Operational Response function.</b></p>	<p>Throughout pandemic Operational Assurance at incidents has continued as business as normal and findings/learning fed back through the relevant channels to support continual improvement. Operational Assurance morning meetings have continued using Microsoft Teams to provide the same learning and improvement. Significant Incident Review commenced and organisational debrief held over 20 pump fire in St. Helens which is ongoing. Station based audits were paused through pandemic but recently recommenced for July onwards; findings and learning have been reported via OSHENS and discussed and actioned via the monthly Operational Assurance standardisation.</p>
<p><b><u>FP/20/21/2.3</u></b>  <b>Develop our people within Operational Response via continued and improved engagement to deliver a professional service which impacts positively on our communities and our workplace; and continue to effectively and efficiently manage resources to deliver an excellent operational response.</b></p>	<p>During the first quarter, as a result of corona virus, Operational Response Station Managers, have continued to support and engage crews either face to face or via the new normal which is Microsoft Teams. During lockdown operational crews delivered vital medicines to shielding/vulnerable members of the community. Operational response maintained all appliance availability throughout locked down to date. The staff survey was delayed due to the pandemic.</p> <p>The Crew Manager in development (CMD) process, to date, has developed 22 firefighters into competent Crew Managers. 41 CMD's plus 3 Watch Managers in development.</p>

	<p>The hybrid station at Watson Street, St Helens is still on track to open Oct 2020, staff have been identified from across a number of different shift systems.</p> <p>A number Community Impact Fund nominations are currently being considered.</p>
<b>EQUALITY, DIVERSITY AND INCLUSION:</b>	
<p><b><u>ED/20/21/2.4</u></b>  <b>Embed Inclusive Leadership and Management Coaching for Station Managers with the Diversity and Consultation Manager to ensure Managers have opportunities to learn and develop their Inclusive Management Skills (E01, E05).</b></p>	<p>Prior to COVID inclusive leadership was discussed with station managers during 1-2-1's and monthly standardisation. The station manager cohort has now also undergone unconscious bias training to better understand elements of inclusivity and develop their own skills. The response Group Managers are acting as mentors to a number for the response station manager group. Furthermore a couple of experienced station managers are acting as mentors to the newer station managers to help develop their management and leadership styles.</p>
<p><b><u>ED/20/21/2.5</u></b>  <b>Continue to work with Station Managers, Watch Managers and crews to build on the improving E&amp;D data being collected during HFSCs (E01, E02, E03, E04, E05).</b></p>	<p>From April this year and until recently the country has been in strict lockdown and the Service has restricted activity to protect its staff and the communities. This saw Home Fire Safety Checks (HFSC's) cease for the duration. Preparatory work had been done with the station managers via meetings and monthly standardisation to promote, monitor and assure the completion and capture of Equality &amp; Diversity data when completing HFSC's. As HFSC's start to resume this data capture will continue to be monitored.</p>
<p><b><u>ED/20/21/2.6</u></b>  <b>Challenge inappropriate behaviour and improve the experience for all staff working at MFRA in particular those from Protected groups (E01, E04, E05).</b></p>	<p>Inappropriate behaviour is challenged by staff when it is observed and this is continually being embedded across the response function. The values, ground rules and code of conduct are the foundations of empowering staff to identify and challenge inappropriate behaviour and as the Service resumes to a degree of normality these will continue to be used to form discussions with</p>

	staff. Support is in place and offered from the station manager cohort.
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**PEOPLE & ORGANISATIONAL DEVELOPMENT:**

<p><b><u>FP/20/21/3.1</u></b>  <b>To support delivery of the organisational People Strategy and lead on the review of the Strategy for 2021-24.</b></p>	<p>The People Strategy is currently being reviewed to align with the Integrated Risk Management Plan planning process to ensure concurrency. As part of this the remaining actions outlined in the Implementation plan will be completed.</p>
<p><b><u>FP/20/21/3.2</u></b>  <b>To deliver a comprehensive workforce plan, working with functional leaders to ensure our entire workforce is effective, resilient and supported by realistic succession plans.</b></p>	<p>The Grey Book workforce plan is in place and regular meetings take place with key stakeholders to monitor to plan and manage the grey book workforce (operational). APTC workforce planning will become the focus in quarter 3.                  The People Services team continue to support line managers and heads of service with ongoing organisational restructuring.</p>
<p><b><u>FP/20/21/3.3</u></b>  <b>To recruit, develop and promote talent via apprenticeships, the gateway and continued positive action to ensure our workforce reflects the communities we service and demonstrates the values of the Service.</b></p>	<p>The Recruitment &amp; Development team have met with Representatives of staff networks to look to build stronger links with our community stakeholders. Initial meetings have taken place with stakeholders which have been positive.                  The Recruitment &amp; Development team are working on producing a suite of videos to be used on social media to inform and inspire future candidates. The videos will be both information giving as well as storytelling to convey our organisational values.                  Have a Go days and careers events are being reviewed due to Covid-19 pandemic.                  On-boarding package has been used to communicate with candidates on cohort 03/20 and 01/21.                  Review of pre-employment check processes are on-going to make the candidate experience more efficient.</p>



<p><b><u>FP/20/21/3.4</u></b>  <b>To maximise the physical and mental wellbeing of our people providing a high quality occupational health provision.</b></p>	<p>April to June has been a period when the Service has experienced the impact of Covid-19. Occupational Health has focused on this issue providing advice to the Service and all staff, and maintaining clinical reviews via the telephone by the Occupational Health medical staff. We have worked with Service and Public Health England on the Track and Trace process and have led on referring employees for testing.</p> <p>We have provided mental health support and advice to the Service with the offer of the Employee Assistance Programme, Counselling and Cognitive Behavioural Therapy.</p> <p>Further we have instituted a new Telephone Health Screening system that he enabled review operational staff without taking them off the run.</p> <p>At this challenging time we have continued to endeavour to offer a high quality Occupational Health Service.</p>
<p><b>EQUALITY, DIVERSITY AND INCLUSION:</b></p>	
<p><b><u>ED/20/21/3.5</u></b>  <b>To continue to actively engage with our communities at positive action events to encourage diversification of the workforce.</b></p>	<p>The Recruitment &amp; Development team have met with representatives of staff networks to look to build stronger links with our community stakeholders. Initial meetings have taken place with stakeholders which have been positive.</p> <p>The Recruitment &amp; Development team are working on producing a suite of videos to be used on social media to inform and inspire future candidates. The videos will be both information giving as well as storytelling to convey our organisational values.</p> <p>The Recruitment &amp; Development team are reviewing Have a Go days due to Covid-19. The intention is to put on events which focus specifically on stages of the FF selection process where under-represented groups are more likely to fail.</p>

<p><b><u>ED/20/21/3.6</u></b>  <b>To continue to consider reasonable adjustments which can impact on an employee’s capability to undertake their role to their full potential.</b></p>	<p>Further guidance has been published for staff and work is ongoing between the ED&amp;I team and People and Organisational Development to further develop the reasonable adjustments process.</p>
<p><b><u>ED/20/21/3.7</u></b>  <b>Each Service Instruction is assessed and a relevant Equality Impact Assessment produced as applicable.</b></p>	<p>The Equality Impact Assessments have been renamed PIA’s, (People Impact Assessments). These are created when necessary and submitted to Equality and Diversity with examples being the new Wellbeing Policy and the Bereavement leave Service Instruction.</p>

**COMMUNITY RISK MANAGEMENT:**

**PREVENTION:**

<p><b><u>FP/20/21/4.1</u></b>  <b>Implement the revised Home Safety Strategy inclusive of using person and place based factors to keep people safer in their homes. Our revised strategy document will feature within revised IRMP Planning timeframe for 2021 – 2024.</b></p>	<p>The Group Manager in Prevention is working with the National Fire Chief’s Council to design a ‘Pathway to Prevention’ that gives a consistent approach that will be adopted across the UKFRS to what a Safe and Well/HFSC visit is and what its core components are.</p> <p>MFRS have reviewed the Home Safety Strategy and have identified that the most vulnerable in our communities are living in the most deprived top two deciles in Merseyside. This combined with partner agency intelligence, such as Exeter Data (for over 65’s) is informing the targeting of our Prevention activities. We will at a future date and time explore key learning from the COVID 19 period and understanding vulnerability (in particular those who were shielded).</p>
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<p><b><u>FP/20/21/4.2</u></b>  <b>Ensure that Safeguarding is fully embedded in the Service.</b></p>	<p>MFRS have implemented a Safeguarding Committee (jointly chaired by the ACFO and the MFRA Safeguarding Lead), which is attended by all Area Managers, Directors and Heads of Departments. The purpose of the forum is to ensure a consistent approach to policy and understand emerging risks to the Authority (next meeting 19/08/2020).</p> <p>Safeguarding Basic Awareness LearnPro package went live on 1<sup>st</sup> July 2020, all MFRS staff to complete. Bespoke training is being designed to ensure appropriate staff receive relevant training to their role.</p> <p>Monthly Safeguarding Briefing notes circulated which include learning from 7 minute briefings.</p> <p>Working with Strategic Youth Engagement Manager to design a 'Child Protection' guidance for internal use by MFRS.</p>
<p><b><u>FP/20/21/4.3</u></b>  <b>Further expansion and development of MFRS volunteers.</b></p>	<p>Volunteers (MFRS) were extensively used during the Covid-19 pandemic in respect of delivery of essential items, including prescribed medication and assisting with the excess deaths cell. Apprentices assisted Liverpool City Council with logistical work at the M&amp;S Arena and the delivery of food packages to individuals who were shielding in line with the Government's guidelines.</p> <p>The use of external volunteers has been suspended during the Covid-19 pandemic, however following the suspension of shielding, we will begin – in line with MFRS guideline – reusing our volunteer co-hort. Volunteer Manager is currently reviewing the use of specific 'Job Roles' for volunteers.</p>
<p><b>COMMUNITY SAFETY:</b></p>	
<p><b><u>FP/20/21/4.4</u></b></p>	<p>We will align our strategy and interventions to partners place based plans to ensure the most effective outcomes.</p>

<p><b>Produce and implement a Community Safety Strategy that encapsulates Arson, Road and Water Safety and Youth Engagement. Our revised strategy document will feature within the revised IRMP Planning timeframe for 2021-2024.</b></p>	<p>We will continue to deliver seasonal campaigns, such as Spring watch and Bonfire Plan, anti-social behaviour (ASB) and increased tensions that may occur as a result of hate crime or terror related incidents.</p> <p>The Authorities prevention and protection priorities have been adopted into Liverpool's place based plan. The document, which will go through Community Risk Management Board, Strategic Leadership Team and Authority for endorsement, has prevention, community safety and protection as key themes and deliverables.</p> <p>Our seasonal campaigns have been significantly disrupted by COVID-19 in terms of operational crews delivering HFSC's etc. However; we have deployed teams to tackle deliberate fire setting, advocates and volunteers to deliver perception medicines and operational crews to support Operation Penny and Operation Castle.</p> <p>All of the above have been place based priorities as a result of COVID-19. Multi-agency meetings have commenced in relation to Operation Banger and the Arson Reduction Team will refine the plans for each Local Authority area before reporting back to Community Risk Management Board for final sign-off.</p>
<p><b>CHILDREN AND YOUNG PEOPLE:</b></p>	
<p><b><u>FP/20/21/4.5</u></b>  <b>We will effectively engage with children and young people to determine their views in the delivery of MFRS Youth Engagement Programmes.</b></p>	<p>We will effectively engage with children and young people to determine their views in the delivery of MFRS Youth Engagement Programmes.</p> <p>The mandate for a full review of Youth Engagement was given by Strategic Leadership Team at Community Risk Management Board on the 05<sup>th</sup> June 2020.</p> <p>One of the key elements of the review will be to consult with Children and Young People putting their voice at the heart of what MFRS delivers. The Strategic Youth Engagement Officer will report back her preliminary finding to the October CRM Board.</p>
<p><b>EQUALITY, DIVERSITY AND INCLUSION:</b></p>	

<p><b><u>ED/20/21/4.6</u></b>  <b>To Improve the Equality Monitoring data collected from Home Fire Safety Checks (HFSC) by producing an annual Equality Monitoring report to show where HFSC have been delivered in relation to the Protected Groups.</b></p>	<p>New HFSC Application is under development – implementation date to be confirmed. This will allow the user to input their own ED&amp;I data and return device to MFRS staff. Awareness around ED&amp;I to be incorporated with the launch of the App.</p>
<p><b><u>ED/20/21/4.7</u></b>  <b>To increase the use of partnerships to support Knowing our Communities and deliver campaigns. We will continue to develop diverse community engagement and partnership work to ensure that we meet the needs of diverse communities.</b></p>	<p>Home Safety, Community Safety and Youth Engagement attend a large percentage of the strategic meetings for MFRS pan Merseyside. We ensure that the right people are attending these meetings and that MFRS contribute to the strategic intent of the meetings. We have had two fire appliances Branded in support of the VRP – Home Office Campaign – eyes open.</p>
<p><b><u>ED/20/21/4.8</u></b>  <b>To continue to deliver and embed a MF&amp;RS Safeguarding Strategy.</b></p>	<p>Safeguarding Basic Awareness LearnPro package went live on 1<sup>st</sup> July 2020, all MFRS staff to complete. Bespoke training is being designed to ensure appropriate staff receive relevant training to their role. Working with Strategic Youth Engagement Manager to design a ‘Child Protection’ guidance for internal use by MFRS</p>

<b>COMMUNITY RISK MANAGEMENT:</b>	
<b>PROTECTION:</b>	
<p><b><u>FP/20/21/5.1</u></b>  <b>To implement the Protection Strategy including a focus on:</b></p> <ul style="list-style-type: none"> <li>● <b>Resource and Asset Review-</b>  <b>To analyse demand on the department against external and internal drivers to reduce risk.</b></li> <li>● <b>Data and Digital Solutions (MIS) –</b>  <b>Develop applications for the Management of Protection Information (MIS) so that Protection activity can be effective and efficient.</b></li> </ul>	<p><u>Resource and Asset Review</u></p> <p>1.Premises Risk Model (PRM) Review has been completed which has provided the analysis of demand in terms of Fire Safety Audits for 2020 -2021. Due to Coronavirus pandemic Protection activity has been adjusted in line with Government restrictions and NFCC Guidance.</p> <p>2. The Governments Building Risk Review (BRR) requires further assessment and/or Audit of Residential High Rise Buildings.</p> <p>These two areas represent the key internal and external drivers to reduce risk.</p>

	<p>Resources will be increased to meet this demand through development of existing staff and increased government funding provided to Protection Departments.</p> <p><u>Data and Digital Solutions (MIS)</u>                  Work is continuing on the replacement Management Information System (MIS) which is now being called the Protection Information Management System (PIMS). Key members of the Protection Team continue to work closely with Strategy and Performance to identify key deliverables and milestones. A recent presentation by the Strategy and Performance Team provided a clear development trajectory, timescales, end user testing and implementation plan. Organisationally both departments recognise the development of the PIMS as a key priority.</p>
<p><b><u>FP/20/21/5.2</u></b>  <b>Information and Guidance Establish a Framework for Information and Guidance to provide both our department and partners with clear up to date and appropriate information.</b></p>	<p>Information and guidance project is one of 4 sections within the Protection Transformation Programme.                  5 Work Packages have been identified within the project:                  WP1. Framework for Information and Guidance                  WP2. Policies and Service Instructions                  WP3. Enforcement and Investigation                  WP4. Standard Paragraphs and letters                  WP5. Protection Guidance Notes.</p> <p>The Protection Guidance Governance Group is maintaining good progress through prioritising of Work Packages with lead officers</p>
<p><b><u>FP/20/21/5.3</u></b>  <b>The built environment Review our approach to high risk and tall buildings, considering the Grenfell Tower Inquiry, to maximise efficiency and effectiveness of operational response to incidents and protection activity in line with risk based inspection.</b></p>	<p>Work is underway on the Building Risk Review (BRR)                  The BRR has created a schedule of inspections to be completed by December 2021 to cover the allocated High Rise Residential Buildings (HRRB)                  GM Watson is now part of the NFCC Fires in Tall Buildings Work Group to address the implementation of key areas of the Grenfell Tower Inquiry.                  The Grenfell Tower Inquiry (GTI) Project is underway with a cross functional analysis now completed for all Grenfell Tower Inquiry Phase 1 recommendations.</p>

	<p>This approach will ensure management of organisational risk and developing a route map for implementation for approval by SLT. SLT have approved the delay of some recommendations pending the outcome of legislative change due this year. Initial findings and proposals will be presented to the CRM Protection Board in August.</p>
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**EQUALITY, DIVERSITY AND INCLUSION:**

<p><b><u>ED/20/21/5.4</u></b>  <b>The training of all Protection Officers to be able to identify the signs of Modern Slavery and Human Trafficking. The provide training for Protection Officers to correctly refer concerns over Modern Slavery and Human Trafficking to the relevant authority.</b></p>	<p>We are currently in the process of identifying officers for training in identifying and recognising Modern Day Slavery through protection activity and ways of delivering such training with partner agencies.</p>
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**NATIONAL RESILIENCE:**

<p><b><u>FP/20/21/6.1</u></b>  <b>To utilise the National Strategic Risk Assessment and value for money principles as a foundation to inform the Home Office New Dimensions 2 project.</b></p>	<p>Detection, Identification and Monitoring (DIM) review is complete with associated papers to be presented to ministers for final sign off.</p> <p>Mass Decontamination review is due to commence imminently. USAR review has commenced with 5 of 7 work packages being well progressed.</p> <p>High Volume Pump and Enhanced Logistical Support reviews are due to commence and the relevant National Resilience Advisory Team (NRAT) capability advisor has had initial meetings with the appropriate Home Office project lead.</p> <p>The first Executive Board meeting chaired by the National Resilience Critical Events Unit (NRCEU) director within the Home Office has been held and the terms of reference for the project circulated for discussion.</p>
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<p><b><u>FP/20/21/6.2</u></b>  <b>To conduct national business continuity planning surveys and provide an accurate position in regards to broader Fire and Rescue Service resilience arrangements.</b></p>	<p>Follow up measures from the previous survey have been actioned and the relevant FRS have been contacted so as to address elements identified. Awaiting contact from Home Office regarding survey for 2020/21.</p>
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<p><b><u>FP/20/21/6.3</u></b>  <b>Contribute to the TDA site development project to ensure facilities that are sourced/developed are suitable and sufficient to enable MFRS to continue to host and deliver National Resilience skills acquisition and refresher courses.</b></p>	<p>National Resilience site requirements report has been produced and provided to the project lead so as to inform the feasibility study around the broader redevelopment/relocation project.                  National Resilience continue to attend and support the project board meetings.</p>
<p><b><u>FP/20/21/6.4</u></b>  <b>Develop relationships with NFCC comms in pursuit of a more proactive approach to communications, so as to heighten awareness of NR across the sector and with other stakeholders; increase the use of Social media and podcasts to highlight positive elements within NR and to enhance coordination during incidents of national interest.</b></p>	<p>Links are now well established with the National Fire Chief’s Council (NFCC) communications team and a process is in place to ensure communications team are contacted in the event of an incident of note taking place.                   A National Resilience social media account administrator has been identified and use of social media is undertaken in accordance with required protocols.</p>
<p><b><u>FP/20/21/6.5</u></b>  <b>Deliver phase 2 of the NR website development project.</b></p>	<p>The development team are currently working on a revised platform for the National Resilience (NR) document repository. The NR document library is central to all NR capabilities support resources, containing for example Concept of Operations, Operational Guidance notes, equipment and risk assessment notes and a range of supporting resources.</p>

**STRATEGY & PERFORMANCE:**

<p><b><u>FP/20/21/7.1</u></b></p> <p><b>a. To enhance and develop Equality, Diversity and Inclusion further for the organisation, staff, partners and services we provide.</b></p> <p><b>b. To deliver the fourth staff survey – using the engagement and Think People principles.</b></p>	<p>Face to Face Equality, Diversity and Inclusion training was paused during the pandemic, but ways of restarting safely are being explored.                  During the Pandemic, online Unconscious Bias training was delivered to staff who are in decision making roles such as recruitment and further Unconscious Bias and other ED&amp;I training is being developed.                  Staff Networks are developing well with the Gender, BAME and LGBT networks all being active and engagement with managers and ED&amp;I staff taking place to explore future initiatives, events and information.                  The Staff Survey would normally have taken place in July, but due to the Pandemic this has been moved to November/December.</p>
<p><b><u>FP/20/21/7.2</u></b></p>	<p>The new MFRS website was launched on 13th July. A thorough consultation process involved staff from across the service and the</p>



**To make the most effective use of organisational information whilst continuing to improve information security and governance.**

- a) Continuing to digitally transform the organisation**
- b) Continuing to ensure compliance with information governance and security legislation and regulations.**

development of 'user journeys' based on the most likely users of our website, leading to the development of a simple structure, so users can get the information they need quickly, whatever their needs.

The new site is responsive, i.e. it adapts to whatever device it is viewed on, whether it be desktop, laptop, tablet or mobile phone. Web editors from across the Service can easily update pages via a modern Content Management System before pages are approved by the Corporate Communications Team and go 'live'. Accessibility has been at the forefront of development and the new site will be able to read pages aloud in English and many other commonly spoken languages, all written text can also be translated into a huge range of languages at the touch of a button.

The SIRAH app and the new Airbus Mobile Data Terminal are two complex and closely interconnected projects that are nearing completion. A huge amount of work has been carried out by the development team, ICT and telent in order to identify the most appropriate options for rolling out the new applications and equipment to stations and appliances. A decision was made install the Airbus MDTs first followed by the SIRAH app one month later. All teams are working together to ensure we can begin the rollout as soon as possible.

Between the months of April and June, the main focus of the National Resilience App development has been on introducing a documents feature. This development has been successful and went live on 8th July. A wide range of new features are available within the new app in comparison with the legacy. Access to document folders are assigned through the application also, using the user role groups that were defined in the phase 1 development. Whilst access to documents to end users is managed via the app, the actual document library is maintained through SharePoint whereby only authorised NRAT Officers have been granted access, and therefore allowed to add/edit/delete folders and files. Finally, throughout this period, we also spent some time delivering phase 1 enhancements such as showing open incidents on the asset &

	<p>status map, as well as separating the flood B and flood C asset types.</p>
<p><b><u>FP/20/21/7.3</u></b>  <b>Develop and maintain effective communications and media management with high quality presentation and promotion of information, enhancing the profile and reputation of the service.</b></p>	<p>As detailed above, the new website was launched on 13<sup>th</sup> July and it is a great improvement on its predecessor. It looks more modern and is easier to update than before allowing for a more proactive approach to external communications. New branding for the Service has been incorporated into the design.</p> <p>Significant amounts of communications resources have been produced during the pandemic, particularly an increase in internal communications to keep staff up to date on rapidly changing developments. Some of the design work produced by the team has been used in national campaigns and this demonstrates the high quality of work being produced.</p>
<p><b><u>FP/20/21/7.4</u></b>  <b>Create a 2021-2024 Integrated Risk Management Plan aligned to the Medium Term Financial Plan and People Strategy.</b></p>	<p>Work is ongoing to create a series themes and concepts to use during consultation with stakeholders in October prior to the development of a draft IRMP which would then be consulted on for 12 weeks before publication in July 2021. Initial thoughts on risks and themes will be discussed with Members at the Authority Strategy Day in September.</p>
<p><b><u>FP/20/21/7.5</u></b>  <b>Work with other functions to deliver a successful HMICFRS inspection for MFRS.</b></p>	<p>The inspection intended for July 2020 was suspended due to the pandemic and will resume in 2021. There will be a COVID-related inspection of all fire and rescue services in Autumn 2020 (conducted virtually). MFRSs inspection will take place in September.</p>
<p><b><u>FP/20/21/7.6</u></b>  <b>Implement an ICT Infrastructure that will enable efficiency through current and emerging technology.</b></p>	<p>CAD/MIS upgrade - Despite the challenges of COVID and the lockdown that consequently occurred, telent have successfully installed the server and network hardware within the data centre at SHQ The network will now be configured to allow software builds to progress and provide remote access to Capita. In parallel, the data cleanse continues and is on track for 31/07/2020</p> <p>Windows 10 roll out - This has currently been superseded with the rollout of Surface Pro devices in line with Covid-19 Business Continuity.</p>

	Office 365 rollout - Enabling works for Mailbox migration to Microsoft completed.
<p><b><u>FP/20/21/7.7</u></b>  <b>Respond to national initiatives. The service is scheduled to switch from the current Airwave communication system to the ESN which will provide broadband-type connectivity, allowing us to utilise application-type systems. Consequently, we are working to ensure the infrastructure and software systems support this.</b></p>	<p>The ESMCP activities continue as we host the Home Office led Direct 2.0 trials of early devices.                  The capture and monitoring of EE signal strength for locations across Merseyside continues using the "Assure" devices located within service vehicles.                  The potential to extend our assistance to the Programme by becoming an Assurance Partner is being considered. If approved this would place MFRS in a strong position for future migration to ESN.</p>
<p><b><u>FP/20/21/7.8</u></b>  <b>Consider ways in which catering services can become more environmentally sustainable.</b></p>	<p>The canteens were closed for several months during the pandemic, but reopened in early July. This action will be picked up as normal service resumes.</p>
<b>EQUALITY, DIVERSITY &amp; INCLUSION:</b>	
<p><b><u>ED/20/21/7.9</u></b>  <b>Create a strong cohesive organisation that is positive to rising to the future challenges we face.</b></p>	<p>These actions are the Authority's Equality and Diversity Objectives and a full update on each will be included in the Equality, Diversity and Inclusion Annual Report which will be presented to the Authority in October.</p>
<p><b><u>ED/20/21/7.10</u></b>  <b>Ensure that people from diverse communities receive equitable services that meet their needs.</b></p>	
<p><b><u>ED/20/21/7.11</u></b>  <b>Reducing fires and other incidents amongst the vulnerable protected groups.</b></p>	
<p><b><u>ED/20/21/7.12</u></b>  <b>To ensure that staff are better equipped to deliver their roles whilst showing due regard to the need to: "eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Equality Act, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who don't."</b></p>	

**FINANCE:**

<p><b><u>FP/20/21/8.1</u></b>  <b>Monitor the development of the Comprehensive Spending Review (CSR) 2020; change in the Authority funding mechanism (75% Retained Business Rates); the outcome of the fair funding review.</b></p>	<p>Consultation document is expected in September 2020.</p>
<p><b><u>FP/20/21/8.2</u></b>  <b>To monitor the outcome of the McCloud pension challenge.</b></p>	<p>Latest information is that consultation on the proposed remedy issued in July will end in October. Any solution will require primary legislation so the final outcome may not be known until 2021/22. The impact of the remedy on the pension account will be considered as part of the 2020 FPS actuarial review and be reflected in the employer rates for 2022/23. Compensation payments can't be charged to the pension account and may have to be picked-up by the employer. Consideration of the likely impact on 2022/23 employer rates will be made during the 2021/22 budget process.</p>
<p><b><u>FP/20/21/8.3</u></b>  <b>Maintain and Update the Authority on the progress of implementing the approved 2020/21 financial plan, and in particular any expenditure assumptions and the ongoing delivery of approved saving proposals.</b></p>	<p>Quarter 1 financial review will be prepared in July / August for members consideration at the September Audit Committee.</p>
<p><b><u>FP/20/21/8.4</u></b>  <b>Consider the potential future challenge beyond 2020/2021 in relation to:</b></p> <ul style="list-style-type: none"> <li>● <b>CSR 2020 and what that might mean IF the Authority has to make significant revenue savings over the CSR 2020 period, (2021/2022 –2024-2025).</b></li> <li>● <b>The affordability and sustainability of the current level of Annual capital spend funded through borrowing (£3.4mp.a. based on the 2024/2025 capital programme) and what can be done to reduce the pressure on the current and future MRP/Interest budget up to 2029/2030.</b></li> <li>● <b>Funding of new and additional investment in the Service beyond 2020/2021 required to modernise and invest in up-to-</b></li> </ul>	<p>Delayed due to COVID-19. This will be picked-up over the coming months and during the 2021/22 budget process.</p>

<p><b>date infrastructure –taking into account the previous bullet points.</b></p>	
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**LEGAL, PROCUREMENT, ESTATES AND DEMOCRATIC SERVICES**

**LEGAL:**

<p><b><u>FP/20/21/9.1</u></b>  <b>Explore the provision of an overarching insurance policy for UK ISAR further to MFRA appointed as lead authority.</b></p>	<p>This is still being actively pursued and the broker has obtained initial quotes but further enquiries regarding suitability and the levels of cover are required and they are currently being undertaken.</p>
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**PROCUREMENT:**

<p><b><u>FP/20/21/9.2</u></b>  <b>Deliver new projects and further improvements in respect of National Resilience asset refresh and LTCM activity.</b></p>	<p>Procurement is currently leading a framework requirement for chemical detection equipment to support a Capability gap in Mass Decontamination. This was due to go out the market earlier in the year, but has been on hold due to COVID-19. As there is now increased confidence in the operational and logistical ability to undertake the exercise, including market readiness, this will be progressed with Home Office from August-20.</p> <p>Activity has been undertaken to increase working relationships with London Fire Brigade and the wider sector with regards to Long Term Capital Management unfair wear and tear. This has included a critical review of data with Babcock to provide greater clarity and supporting information to reduce the impact on query handling and facilitate the process. This work will continue to develop throughout the year.</p> <p>Procurement is supporting the capabilities with the introduction of Multi-Capability Meetings, creating a forum which will: Inform Asset Refresh requirements and process, Identify and inform New Dimensions 2 impacts on Home Office Capability Reviews, Promote improved cross-working relationships between the Capabilities, wider stakeholders and with Babcock, Maximise opportunities and cost benefits, Support continuous improvement. The first couple of meetings have been held establishing Terms of Reference and</p>
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	<p>instigating discussions on asset refresh planning. Outputs from this meeting will be progressed to the LTCM JPT meeting and NRB if required.</p>
<p><b><u>FP/20/21/9.3</u></b>  <b>Undertake review of procurement policies, procedures and processes to ensure current best practice in utilised across the Authorities.</b></p>	<p>Head of Procurement has been in post since 22nd June and has been becoming familiar with the requirements of the role including making contact with LFRS Procurement. Procurement activity during the quarter has continued to be on an operational basis, including sourcing of PPE for the Service during the current Covid-19 Crisis</p>
<p><b>DEMOCRATIC SERVICES:</b></p>	
<p><b><u>FP/20/21/9.4</u></b>  <b>To make greater use of technology to improve engagement between Members and staff; and to raise awareness of the Authority and its Committees.</b></p>	<p>Due to the Covid-19 pandemic, new Regulations were introduced, to enable local authorities to hold meetings remotely. In order to ensure safety and compliance with the new Regulations, a new system was devised to enable Authority and Committee Meetings to take place virtually, via Zoom, with proceedings being live streamed to MFRA's corporate YouTube page, to ensure they are accessible to the public and staff. This has resulted in a far greater focus on the use of technology for the Authority to conduct its business effectively. Consideration is now being given as to how the use of such technology can be expanded to enable the Authority to continue and improve its engagement activity with staff.</p>
<p><b><u>FP/20/21/9.5</u></b>  <b>To embed improved scrutiny processes and practices across the Authority, to ensure scrutiny is adding value and contributing to tangible outcomes.</b></p>	<p>Potential improvements in the Authority's scrutiny processes remain under constant review. Recent scrutiny reviews have incorporated more "interactive" elements, for example with video footage shown, and a demonstration of equipment provided. This approach has aided Members understanding and awareness. As there has been a significant change in membership of the Scrutiny Committee since scrutiny training was last provided, the content of the training is currently being reviewed, with a view to</p>

	<p>refresher training being delivered to Members and Officers in the near future.</p> <p>A review of the Scrutiny Committees Forward Work Plan is underway, and Members and Officers will be consulted on its content to ensure that it remains current, and continues to add value and contribute to tangible outcomes.</p>
<p><b>ESTATES AND FACILITIES:</b></p>	
<p><b><u>FP/20/21/9.6</u></b>  <b>Implementation of the 5-year capital build programme, taking into consideration potential future station mergers and changes in the IRMP.</b></p>	<p>The 5-year Property capital budget is currently ongoing and in line with the latest IRMP.</p> <p>The current new build strategy is based upon the station mergers project, of Prescott and Saughall Massie station have been delivered under this project with a new St Helens station planned to be operational in Oct 2020.</p> <p>A review of the Training and Development Academy facility is currently being undertaken to ascertain the feasibility of either the refurbishment of the existing site or the potential for a new development at a new site within Merseyside.</p> <p>Estates will progress with improvement and refurbishment works to key stations to bring each property up to the required standards across the estate whilst reviewing the feasibility and costs of any potential further developments and/or new station mergers.</p>
<p><b>EQUALITY, DIVERSITY AND INCLUSION:</b></p>	
<p><b><u>ED/20/21/9.7</u></b>  <b>To ensure that Legal, Procurement, Democratic Services and Estates have the skills and knowledge to support colleagues, Members and the community equitably.</b></p>	<p>Training and continued learning continues to be undertaken by employees to ensure they are able to conduct their roles to support colleagues, Members and the community equitably and to the best of their ability</p>

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



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

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

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

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