

2. Optimise shared services, partnerships and collaboration opportunities

(links to strategic objectives 5,6 and 7)

We will:-

Continue to explore other opportunities for shared Service delivery in conjunction with our partners. This will ensure that we can deliver the most efficient and effective services.

To achieve this objective, over the next three years we will:

Optimise shared services, partnerships and collaboration opportunities

Deliver effective performance and partnership engagement

As resources within the public sector are expected to become more and more stretched over the next three years, it is essential that opportunities are progressed to ensure we maximise the potential for sharing services, working in partnership and collaborating within all aspects of the services that we provide.

Over the next three years, we will determine our opportunities for sharing services. Where we can demonstrate they will assist us in achieving our strategic aims and objectives we will strive to progress these partnerships. We recognise that by working in partnership, we can leverage significant resources to assist us in delivering on our IRMP priorities outlined in this Plan and we will continue to develop the excellent relationships we have in place with our partners over the medium term. We will also seek out new partnership opportunities and progress these where we feel they are of benefit and will assist us in delivering our vision.

We recognise that collaborating with other Regional Services offers the potential to deliver services in a more efficient manner. We will consider how collaboration can help us to achieve our aims and objectives, over the life of this Plan and beyond. Where collaboration offers real opportunities to improve the efficiency and effectiveness of our services we will progress these opportunities to ensure we maximise the resources available to us to continue our journey to make our communities the safest places in which to live, work and visit.

Engaging with partners is crucial to the achievement of our vision. To engage effectively, we will ensure that we have a full understanding of how our partnerships are performing and that we are assured that we are achieving maximum benefit from the arrangements that are in place. Over the next three years we will ensure that our processes for managing the performance of the partnerships we are engaged with are

refined to enable us to maximise the contribution that our partners can make to our vision. We will also ensure that we fully understand the costs and benefits associated with our own engagement with our partners' agendas. Over the next three years we will continue the

development of our toolkit to ensure we engage with those partnerships where they make a real difference in our communities.

The Regional Management Board (RMB) provides us with an opportunity to consider

how we can maximise shared services, partnerships and collaboration opportunities. We will continue to determine how the RMB can assist us to deliver our vision.



3. Establish VFM throughout the Service

(links to strategic objectives 6 and 7)

We will:-

Establish value for money throughout the Service. This will be achieved through improved performance, efficient financial business planning, leveraging from investment and grants and the efficient deployment of our resources.

To achieve this objective, over the next three years we will:

Identify opportunities for improving value for money

Optimise income generation

We are committed to providing value for money services to our local communities. We have made significant efforts to improve the value for money we provide by implementing a resource model to allocate resources to our priorities and to ensure that any efficiencies we implement do not adversely impact on our priorities. Over the next three years we will continue to utilise our resource model to focus on value for money. The level of performance against our key indicators and the service outcomes that we achieve are also a measure of value for money. We will continue to set challenging targets for improvement against our indicators and we will ensure that our targets take full account of the local, regional and national expectations that are placed on us.

We recognise that the economic circumstances that face us and our local communities are extremely challenging. We will continue to maximise opportunities for income generation through identifying the different options that exist to leverage income. We will do this by exploring innovative approaches to income generation and by determining where we can maximise income opportunities from the services that we deliver.



4. Effective communications and marketing

(links to strategic objectives 3,5 and 6)

We will:-

Build upon the sound reputation of the Service through continued engagement with our staff, partners, members of the community and other stakeholders. Our communications methods will be varied and accessible to all appropriate parties and will ensure that the Service is 'listening' to the needs of our community.

To achieve this objective, over the next three years we will:

Ensure that we engage effectively with all our stakeholders

Invest in communication equipment to support the business needs of the Service

As an Emergency Service communication is a vital part of our role from a number of perspectives. At operational incidents we need to ensure we have effective lines of communication to manage critical incidents safely and successfully. The FiReControl and Firelink project will help improve communications on the incident ground and we will also invest in other technologies, where appropriate, to ensure our staff have the support they need to work effectively.

Communicating with our staff and the communities we serve is, however, equally important. We need to provide a clear understanding of how each member of staff supports our vision, aims and objectives. We will continue to improve the methods we use to communicate internally and externally to ensure the channels we choose meet the needs of all stakeholders.

Externally we have a moral and legal duty to consult and involve. The Local Government and Public Involvement in Health Act (2007) places a greater responsibility on us to engage with our communities.

Increased engagement leads to a greater mutual understanding and we will continue to develop our strategies in this area. It is vital that all sections of our community shape the services we deliver and have confidence that we are responding to their needs.

5. Ensure the organisation is fit for purpose now and in the future

(links to ALL strategic priorities)

We will:-

Have the right people in the right places at the right time with the right skills. Integrate new technologies into the Service to ensure the safe and effective delivery of Services. In addition, we will drive equality and diversity into everything we do through local, regional and national strategies.

To achieve this objective, over the next three years we will:

Drive the equality and diversity agenda

Establish efficient financial business planning processes

Establish effective performance management arrangements

Establish a full understanding of political priorities

Review our business planning strategy

The Fire and Rescue Service has changed significantly over the last six years. There has been a considerable change of emphasis on our activities as we focus on community safety and reducing risk as well as providing an emergency response service.

In order to engage successfully with our diverse communities it is vital that our workforce reflects the communities we serve. We need to recruit more women and people from minority ethnic groups and in order to achieve this we will be increasing the activities that we undertake in this area. We have committed to the following:-

- By 2013 18% of new entrants to the operational sector are women
- By 2013 recruitment of minority ethnic staff across the whole organisation to be 6.2%

These targets are higher than the target required by the Fire and Rescue Service Equality and Diversity Strategy and show our commitment to the equality and diversity agenda.

Effective performance management is essential if we are to deliver all of our objectives and ensure that we deliver value for money. We will continue to provide our staff with the necessary skills, tools, knowledge and support to improve their performance. Over the next three years we will continue to develop our performance, risk and financial management policies and procedures in line with best practice.

Local Government Reorganisation (LGR) provides a significant opportunity for the Fire Authority to develop improved partnerships with the Local Authorities. These new governance arrangements provide us with an opportunity to engage with the new Durham County Council partnership arrangements and to continue our excellent partnership links with Darlington Borough Council.

- Maximise the use of technology
- Ensure we deliver a quality service
- Develop effective project management tools, techniques and skills
- Ensure the highest standards of health and safety for our staff

The Area Action Partnerships (AAPs) provide an opportunity to deliver real improvements into local areas and we will be supporting these as they develop. Over the next three years we will follow national policy carefully and ensure that as an organisation we are ready to respond accordingly.

Maximising the use of our new technologies is fundamental to the efficient and effective delivery of the Service's vision. Over the lifespan of this Plan we will continue to explore how technology can support the business needs of the organisation. The Government's Resilience Programme will also deliver new and improved technology into our Service over the next few years and it is vital that we have dedicated the time, effort and resources into these projects to ensure they are delivered successfully without a detrimental impact on our response services. The development of our estates portfolio places demands on the Service in terms of technology and this will impact on the resources we need to commit to this area.

If we are to achieve our vision of 'Safest People, Safest Places' we need to ensure that all our work is completed to the highest quality. We have achieved a number of external accreditations for the quality of the services we provide such as ISO 9001, Charter Mark, Investors in People, Silver Health Award and Level 3 of Equality Standard. Over the next three years we will continue to drive improvements in quality and, where appropriate, seek external accreditation.

We have undertaken a significant amount of work in recent years to ensure that our financial and business planning cycles are fully

aligned. We have progressed this further through amalgamating our Corporate Plan with our Integrated Risk Management Plan (IRMP) to ensure we have a holistic approach and a coherent planning cycle.

We will build on our financial and business planning approach by consolidating our financial, risk management and performance reporting processes to ensure that we scrutinise all aspects of performance and make informed decisions regarding service delivery.



6. Protect the environment and mitigate the impact our Service has on climate change

(links to ALL strategic priorities)

We will:-

Ensure that our organisation and operations are undertaken in a manner which helps to provide a sustainable environment. We will also seek to ensure that the environmental effects from fire are mitigated by striving to reduce the number and severity of fires wherever possible.

To achieve this objective, over the next three years we will:

Ensure that we take account of our impact on the environment

Work with partners to actively protect the environment

Ensure our procurement takes account of environmental issues

The environmental issues facing us all are extremely significant and challenging. We are aware that our business and emergency activities can have an impact on the environment, both locally and globally. We also have a responsibility to respond to the challenge of climate change.

We have responsibility and authority under The Fire and Rescue Services Act 2004 and The Fire and Rescue National Framework 2008-2011 to act where harm may be caused to the environment.

We have a memorandum of understanding with the Environment Agency when dealing with hazardous spillages and other environmental threats. Over the life of this Plan, working closely with our partners we will deliver the outcomes of the Pitt Review (2008) which is focused on ensuring we are better prepared for flooding before, during and after the event.

We also recognise that our own activities can have a significant impact on the environment. Our estate portfolio, vehicles and equipment can impact on the environment and therefore we need to ensure that we have regard to our own environmental impact. We will build upon our sustainable environment policy by embedding an environmental strategy into the Service that will ensure our use of energy, transport, water and paper is fully considered. We will also seek to establish strategies for minimising waste and ensuring construction and land management activity is sustainable.

We will also seek to work in partnership with the Carbon Trust and other specialist organisations to improve our understanding and reduce our carbon footprint through a targeted reduction programme.



PART 5 - CONSULTATION ON OUR PLAN

This section outlines how we have consulted on our plan.

Our Approach to Consultation

Our aim is to consult with members of our local communities, businesses, partners and our employees to ensure we continue to meet their changing needs and expectations. It is vitally important to us that we gather and acknowledge views in order for us to further develop and focus our services.

To assist in our consultation process we delivered a series of stakeholder forums and prepared an in-depth report of the views that were expressed during these sessions. We have considered these views carefully as we developed the plan and the associated projects.

The consultation process included:

- Public focus groups
- Employee representatives
- Local and regional business and organisations
- Partnership agencies and local authorities
- Regional Fire & Rescue Services
- Elected Members
- Staff meetings

- Questionnaires from this plan
- Stakeholder meetings

In order to ensure we consulted on our plans with a representative sample of our communities we invited a range of stakeholders from some of our hard to reach groups to the public focus groups held. The following is a list of the representatives that attended and contributed to this consultation process:

Representatives of:

- Homeless people
- Children and young people
- Drug users
- Gay men, lesbian women, transsexual and transgendered people
- Minority ethnic communities
- Victims of domestic abuse
- Older people (especially older frail people, and isolated older people)
- People with learning difficulties
- People with disabilities
- People with mental health problems
- People who travel or commute into the area

- Small businesses
- Rural communities
- Tourists

The Combined Fire Authority have considered the results of the consultation which have informed the content of this plan.





PART 6 - APPENDIX I - COMBINED FIRE AUTHORITY

Durham County Councillors



Councillor Charles Magee
Chairman
Labour
Tel: 01740 651462
charles.magee@durham.gov.uk



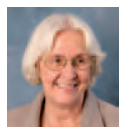
Councillor Colin Carr
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Councillor Richard Bell
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Councillor Malcolm Campbell
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Councillor Joe Wilson
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Councillor Anne Wright
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Darlington Borough Councillors



Councillor Brian Jones
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Councillor Doris Jones, M.I.S.M.
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Councillor Jackie Maddison
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Councillor Nick Wallis
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Key Advisors to the Authority



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Fire and Rescue Service
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Stuart Crowe
Treasurer
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Lesley Davies
Clerk and Monitoring Officer
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The Combined Fire Authority meets on a regular basis and welcomes attendance from members of the public. For further information visit our website www.ddfire.gov.uk or, alternatively contact the Corporate Planning and Performance Team at Fire and Rescue Service Headquarters (0191 3324297)



APPENDIX 2 - ORGANISATION STRUCTURE

County Durham and Darlington Fire and Rescue Service is led by a Chief Executive supported by four directors each responsible for a particular function.

Service Leadership Team

The Service Leadership Team (SLT) comprising of the Chief Executive, Directors and Heads of Service provide the Senior Executive Officer function within the Service. The Combined Fire Authority delegates to the SLT the effective management of the organisation and its resources, the delivery of the primary corporate, operational and support services and the execution of statutory responsibilities.

Service Management Team

The SMT comprises Heads of Service and Section Heads.

The Service Management Team has two specific roles:

- Making policy and strategy recommendations to SLT
- Scrutinising performance and holding managers to account for section and station performance.





DISTRICT TEAMS

Darlington

District Manager

Gavin Pallister
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Derwentside

District Manager

Ian Dockerty
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Durham and Chester-le-Street

District Manager

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Easington

District Manager

Ted Freeman
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Sedgefield

District Manager

Michael Dunn
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Email: mdunn@ddfired.gov.uk

Wear and Tees

District Manager

Steve Owers
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Mobile: 07876132030
Email: sowers@ddfired.gov.uk

Community Safety

For Community Safety Education and Advice please contact 0191 3324222 or email: ServiceHQ@ddfired.gov.uk

Industrial and Commercial Training

Training for Fire Awareness, Risk Assessment and First Aid: 0191 3324335



APPENDIX 3 - OUR ONE YEAR IMPROVEMENT PLAN 2009/2010

3 Year IRMP Outcomes	2009/10 Plans	Responsibility	Completion Date
OPERATIONS			
1,2,4,5,6,7,9,11,12,13	Develop and test the Service's Resilience Plan	Project Sponsor: HO Project Manager: OM	September 2009
2,5,10,12,18	Review the provision of specialist appliances	Project Sponsor: HO Project Manager: OM	November 2009
2,5, 10,13,15	Review the charging policy for non emergency special services	Project Sponsor: OM Project Manager: AOM	September 2009
2,5,6,8,9,12,13,16,18	Prepare and undertake the Operational Assessment	Project Sponsor: DO Project Manager: HO	December 2009
2,5,6,10,12,13,14,16,18	Develop a rational and undertake a pilot for the introduction of an alternative response to small fires	Project Sponsor: OM Project Manager: AOM	March 2010
1,2,3,5,10,12,13,14,16,18	Develop a strategy for Wildfire Incidents	Project Sponsor: OM Project Manager: AOM	March 2010
1,2,4,5,6,7,8,9,10,11	Review and improve the Retained Duty System	Project Sponsor: OM Project Manager: RDSLM	March 2010
2,5,6,10,12,13,14,16,17,18	Review and amend operational staffing arrangements in order to facilitate the new stations at Spennymoor and Bishop Auckland	Project Manager: HO Project Sponsor: DO	March 2010
1,2,5,7,8,10,13,14,15	Develop a regional approach for SOP's, PDA's and fire types prior to cut to regional control	Project Sponsor: DO Project Manager: HO	March 2010
COMMUNITY SAFETY			
Community Safety			
1,2,7,	Develop and introduce a Memorandum of Understanding and new Arson Reduction Policy to support LRRP	Project Sponsor: CSM Project Manager: ACSM P	May 2009
1,2,5,8,11,12,13,14,17	Improved targeting of 'at risk' groups using operational intelligence, predictive tools and data from Primary Care Trusts	Project Sponsor: CSM Project Manager: DCSM	June 2009
1,2,5,8,11,12,13,14,17	Analyse and develop a strategy for reducing accidental fire deaths and injuries	Project Sponsor: DCS Project Manager: Project Team	June 2009
5,12,13	Develop an evaluation toolkit for the Firebreak and Archon courses and Children's Safety Carousels	Project Sponsor: DCSM Project Manager: ACSMs	July 2009
1,17	Expand volunteering within the Service	Project Sponsor: CSM Project Manager: DCSM	August 2009



3 Year IRMP Outcomes	2009/10 Plans	Responsibility	Completion Date
1,2,5,6,8,12,13	Realignment of Community Safety structure to meet changing needs of organisation	Project Sponsor: CSM Project Manager: DCSM	September 2009
1,2,5,11,12,13	Introduce a Road Traffic Collision reduction best practice toolkit	Project Sponsor: DCSM Project Manager: ACSM P	December 2009
5,12,13	Analyse the opportunities for a CS Youth Academy	Project Sponsor: DCSM Project Manager: ACSMY	March 2010
5,6,11,12,13,14,15,18	Acquire accreditation of ISO:9001	Project Sponsor: DCSM Project Manager: ACSMs	March 2010
Fire Safety			
2,10,12,13,14,17	Carry out a programme of themed Fire Safety Audits on premises located within an 8 to 11 minute response window. (50% of total)	Project Sponsor: FSM Project Manager: FSTLeaders	September 2009
2,5,12,13,14,16	Develop mechanisms to ensure specialist Fire Safety knowledge is utilised at operational incidents	Project Sponsor: FSM Project Manager: FSTLeaders	September 2009
2,5,6,10,12,13	Implement the Arson Audit Index software within the Service area	Project Sponsor: FSM Project Manager: FIM	December 2009
1,2,5,6,8,10,12,13,14	Develop and implement links between FSEC and CFRMIS system in conjunction with national partners	Project Sponsor: FSM Project Manager: SA	March 2010
1,2,5,6,10,12,13,14,15	Explore the feasibility of purchasing Quality Management Software as the scope of the Quality Management system expands within the Service	Project Sponsor: FSM Project Manager: SA	March 2010
1,2,5,6,7,8,9,11,12,13,14,16,17	Implement a revised Joint Protocol in conjunction with Durham Constabulary to include Fire Investigation, Arson, Information Sharing and Training.	Project Sponsor: FSM Project Manager: FIM	March 2010
2,5,6,8,11,12,13,14,17	Review Performance Indicators to establish Qualitative Indicators and develop recording mechanisms for interactions with diverse communities	Project Sponsor: FSM Project Manager: AFSM	March 2010
2,10,12,13,14	Review the recording of Non Domestic fires and target areas of interest	Project Sponsor: FSM Project Manager: TL	March 2010
2,4,5,9,12,13,14	Review the Legislative Fire Safety Establishment level, in line with the CFRMIS resource model	Project Sponsor: HCS Project Manager: FSM	March 2010
2,4,5,9,12,13,14	Implement Fire Safety Investigation Forensic Deliverer Project	Project Sponsor: FSM Project Manager: FIM	March 2010
ORGANISATIONAL & PEOPLE DEVELOPMENT			
Learning and Development			
2,6,7,9,11,12,17	Develop and introduce a Leadership Development Strategy	Project Sponsor: HHR Project Manager: L&DM	May 2009
1,2,5,6,7,9,10,12,13,14,16,17	Review the training strategy for the organisation	Project Sponsor: L&DM Project Manager: QAM & CDM	September 2009
17	Deliver the outcomes from the Equality and Diversity regional gap analysis	Project Sponsor: L&DM Project Manager: QAM	September 2009

3 Year IRMP Outcomes	2009/10 Plans	Responsibility	Completion Date
1,3,4,5,8,10,11,13,14,17,18	Undertake an extensive review of the Industrial Training Unit provision of the Service	Project Sponsor: L&DM Project Manager: CDM	March 2010
12,13,17	Develop and ensure that role maps are provided for all employees along with effective development programmes	Project Sponsor: L&DM Project Manager: CDM	March 2010
2,3,5,10,12,13,16,18	Design and deliver a new Training Centre	Project Sponsor: HHR Project Manager: L&DM	April 2010
Risk and Resilience			
1,3,4,7,8,11,15,16,17	Coordinate, facilitate and deliver the FireFit Conference 2009	Project Sponsor: HRR Project Manager: R&RM	July 2009
2,9,12,13,16	Introduce the Water and Hydrant Management Procedures	Project Sponsor: R&RM Project Manager: AR&RM	September 2009
2,10,12,13	Equip all operational fire appliances with onboard printer facilities	Project Sponsor: R&RM Project Manager: RIM	September 2009
9,10,12,13,15	Introduce the Asset Management system and procedures	Project Sponsor: R&RM Project Manager: AR&RM	March 2010
1,2,5,6,7,8,10,12, 13,14,16	Deliver the outcomes of the Pitt Review and introduce a Flooding Policy	Project Sponsor: R&RM Project Manager: CRO	March 2010
1,3,4,7,8,11,14,16,17	Introduce the Service Gazetteer into the Service	Project Sponsor: R&RM Project Manager: CRO	March 2010
2,7,9,10,11,12,13,14,15,16,17	Deliver the FiReControl Project milestones	Project Sponsor: R&RM Project Manager: FCTMRisk Reduction	March 2010
Risk Reduction			
10,11,12,16	Introduce BA Telemetry technology into the Service	Project Sponsor: ARRM Project Manager: WM RR	June 2009
9,10,12,16	Introduce a revised format for Service documentation (orders, directives, training information notes etc.)	Project Sponsor: HRR Project Manager: RRM	September 2009
12,13,16	Develop and implement a strategy for the audit of Health and Safety management systems on stations and sections	Project Sponsor: RRM Project Manager: RAM	September 2009
2,12,16	Develop and implement a strategy for conducting noise assessments to ensure compliance with the Control of Noise at Work Regulations 2006	Project Sponsor: RRM Project Manager: H&SPA	September 2009
2,6,12,16	Instigate an external audit of the section to gain a quality standard accreditation (OHSAS 18001)	Project Sponsor: HRR Project Manager: RRM	December 2009
5,10,11,12	Introduce a new telecommunications system for Headquarters and fire stations	Project Sponsor: RRM Project Manager: TCM	December 2009
6,12,16	Conduct a Stress survey of service employees and implement appropriate actions	Project Sponsor: RRM Project Manager: H&SPA	March 2010
6,9,10,12,16	Develop the OSHENS Health & Safety Management system to provide electronic service delivery of; DSE assessment, document control and risk assessment	Project Sponsor: RRM Project Manager: ARR	March 2010









3 Year IRMP Outcomes	2009/10 Plans	Responsibility	Completion Date
Personnel			
1,2,4,5,6,7, 10,12,13, 17	Develop and implement a Recruitment and Retention strategy for Retained Employees	Project Sponsor: DPM Project Manager: PO	December 2009
1,2,6,11,12,16,17	Deliver a staff cultural/attitude survey, developing and delivering on the survey action plans	Project Sponsor: HHR Project Manager: PM	March 2010
1,6,9,13,14,17	Achieve - Moving Towards Excellence' Category of the Local Government Framework	Project Sponsor: APM Project Manager: EC	March 2010
1,6,9,13,14	Develop role maps for all staff and develop and deliver on management development programmes	Project Sponsor: PM Project Manager: APM	March 2010
10	Review the HR database and associated links	Project Sponsor: PM Project Manager: PA	March 2010
2,5,10,12,13,17	Implement the requirements of the National E&D Strategy	Project Sponsor: DCS Project Manager: PM	March 2010
CORPORATE SERVICES			
Corporate Planning & Performance			
2,5,6,8,9,10,12,14	Introduce new community risk tools to improve resource targeting	Project Sponsor: CP&PM Project Manager: PIM	July 2009
1,2,4,5,6,8,12,13,14	Redevelopment of Corporate Planning and Performance Reports and Monitoring Systems	Project Sponsor: CP&PM Project Manager: PIM	December 2009
1,5,6,7,8,10,11,12,13,17,18	Develop and implement a Communications and Engagement Strategy to include the design, development and delivery of new Website	Project Sponsor: CP&PM Project Manager: CM	March 2010
Finance			
4,6,10,12	Monitor and review the ORACLE Financial Management System	Project Sponsor: FM Project Manager: Finance	November 2009
2,5,12,13	Evaluate the restructure of Corporate Services (Financial Elements)	Project Sponsor: DCSV Project Manager: FM	December 2009
1,5,6,9,12,13	Review quality of financial service provision and alternative options	Project Sponsor: F&AM Project Manager: Finance	March 2010
Transport, Supplies and Premises			
1,2,3,4,5,8,10,11,12,13,16,17,18	Complete a review of Workshops	Project Sponsor: DCSV Project Manager: TM	June 2009
2,5,10,11,12,13, 16,18	Undertake a Fleet review based on current needs and value for money	Project Sponsor: DCSV Project Manager: TM	December 2009
2,3,5,6,10,11,13,14,16	Implement Asset Tracking of PPE to replace the current system	Project Sponsor: SAO Project Manager: SO	March 2010
4,10,12,13	Evaluate a new fuel management system	Project Sponsor: DCSV Project Manager: TM	March 2010

3 Year IRMP Outcomes	2009/10 Plans	Responsibility	Completion Date
1,2,4,5,6,8,10,11, 12,13,15,16,17,18	Complete the Round Five Private Finance Initiative (PFI)	Project Sponsor: DCSV Project Manager: PFIPM	April 2010
1,2,4,5,6,8,10,11,12, 13,15,16,17,18	Develop and implement plans to provide a state of the art Headquarters facility for the Service	Project Sponsor: DCSV Project Manager: PFIPM	April 2011
1,2,4,5,6,8,10,11, 12,13,15,16, 17,18	Develop and implement plans to provide a new Fire Station for Durham which will replace the existing Station	Project Sponsor: DCSV Project Manager: PFIPM	April 2011
1,2,4,5,6,8,10,11, 12,13,15,16,17,18	To develop Round Six Private Finance Initiative (PFI)	Project Sponsor: DCSV Project Manager: PFIPM	February 2013

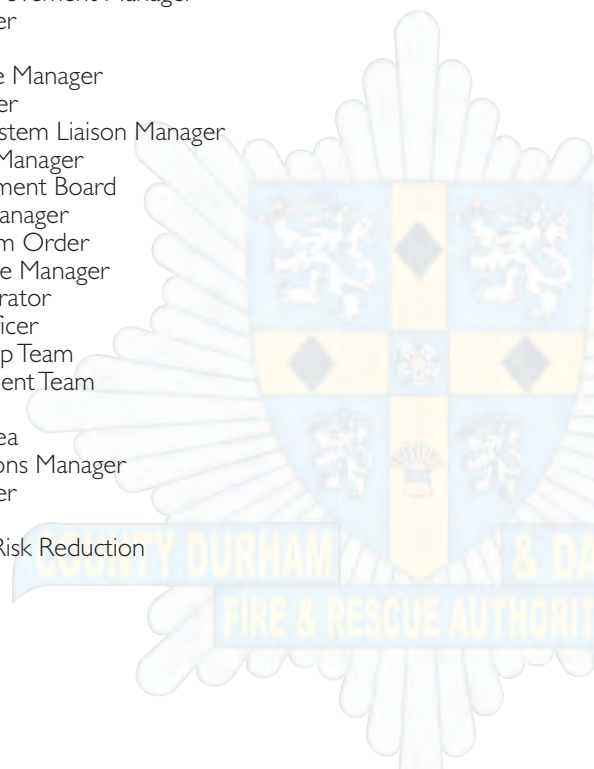
KEY

3 Year IRMP priorities

-  1. Ensure resources are allocated to risk
-  2. Optimise shared services, partnerships and opportunity to work collaboratively
-  3. Establish Value for Money throughout the Service
-  4. Effective Communication and Marketing
-  5. Ensure the organisation is fit for purpose now and in the future
-  6. Protect the environment and mitigate the impact our service has on climate change

APPENDIX 4 - ABBREVIATIONS

AAP	Area Action Partnerships	H&SPA	Health and Safety Policy Advisor
ACSM P	Assistant Community Safety Manager ñ Partnerships	IRMP	Integrated Risk Management Plan
ACSM Y	Assistant Community Safety Manager - Youth	LAA	Local Area Agreement
AFSM	Assistant Fire Safety Manager	L & DM	Learning and Development Manager
AOM	Assistant Operations Manager	LGR	Local Government Reorganisation
APM	Assistant Personnel Manager	NI	National Indicator
ARRM	Assistant Risk Reduction Manager	ODPM	Office of Deputy Prime Minister
AR&RM	Assistant Risk and Resilience Manager	OM	Operations Manager
CDM	Corporate Development Manager	PA	Personnel Assistant
CFA	Combined Fire Authority	PFIPM	Private Finance Initiative Project Manager
CM	Communications Manager	PIM	Performance Improvement Manager
CP&PM	Corporate Planning and Performance Manager	PM	Personnel Manager
CRO	Civil Resilience Officer	PO	Personnel Officer
CRR	Corporate Risk Register	QAM	Quality Assurance Manager
CSM	Community Safety Manager	RAM	Risk Audit Manager
DCS	Director of Community Safety	RDSLM	Retained Duty System Liaison Manager
DCSM	Deputy Community Safety Manager	RIM	Risk Information Manager
DCSV	Director of Corporate Services	RMB	Regional Management Board
DO	Director of Operations	RRM	Risk Reduction Manager
DPM	Deputy Personnel Manager	RRO	Regulatory Reform Order
EC	Equality Coordinator	R&RM	Risk and Resilience Manager
F&AM	Finance and Admin Manager	SA	Systems Administrator
FCTM	Fire Control Transition Manager	SAO	Senior Admin Officer
FIM	Fire Investigation Manager	SLT	Service Leadership Team
FM	Finance Manager	SMT	Service Management Team
FSEC	Fire Service Emergency Cover	SO	Stores Officer
FSM	Fire Safety Manager	SOA	Super Output Area
FSTL	Fire Safety Team Leader	TCM	Telecommunications Manager
HCS	Head of Community Safety	TM	Transport Manager
HHR	Head of Human Resources	VFM	Value for Money
HO	Head of Operations	WM RR	Watch Manager Risk Reduction
HRR	Head of Risk and Resilience		





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