

Inspection Area	Area for Improvement	Action	Key Deliverables	Progress Summary	Principal Officer	Owner	Target End Date	RAG
Preventing fire and other risks	The service should develop a clear prevention plan that implements the prevention strategy in its community risk management plan. The prevention plan should target people most at risk and make sure the level of activity is proportionate to reduce that risk.	To produce a draft prevention strategy and underpinning annual delivery plan which clearly sets out a specific measurable and targeted delivery plan for each area of prevention (home safety, road safety, water safety, children and young people, deliberate fire reduction.	Prevention Strategy Annual Delivery Plan	<p>October 2023 - The homes element of the plan is being prioritised due to the Service focus on this risk and is currently being drafted. Once this has been agreed the wider plan will be developed early in the new year.</p> <p>Sept 2023 - A plan is in the process of being developed. The plan will set out activities for the remainder of the year and become the template for future years.</p>	DCFO	GCPrev	31/03/24	Green - on target
Preventing fire and other risks	The service should make sure it targets its prevention work at people most at risk.	<p>Continue to develop and use risk profiling tools to identify and target vulnerable segments of the community. Analyse data collected during Home Fire Safety Visits (HFSV) to identify which referrals/activities are most effective in reaching people most at risk.</p> <p>Provide feedback to teams planning and delivering HFSV to assist them in improving targeting. Amend prevention plan as necessary based upon evaluation outcomes.</p> <p>Develop KPI based upon national measures to enable corporate monitoring and benchmarking.</p>	New KPI	<p>November 2023 Data shows that for Q1-Q2 23-24 the proportion of HFSV delivered to persons aged 65+ and/or disabled was 62.3%. Analysis of data collected and sharing of insight from the data continues, for example feedback has been delivered highlighting which watches have been most/least successful in targeting visits to higher risk households. Proposal to adopt national measure for corporate monitoring and benchmarking will be put to FRA by DCFO.</p> <p>September 2023 Data shows that in Q1 23-24 the proportion of Home Fire Safety Visits (HFSV) delivered to 'vulnerable' groups as defined by Home Office/HMICFRS was 69% (this is higher than the national average for 21-22 of 61%) . Wider data from the HFSV system also demonstrates that HFSV are effectively targeted. Data shows that partner referrals tend to be for vulnerable households and that our prioritisation triage is effective. A presentation of Q1 HFSV data evaluation will be communicated to all teams delivering HFSV by end of September 23.</p>	DCFO	HPP	31/03/24	Green - on target

Preventing fire and other risks	The service should make sure it quality assures its prevention activity, so staff carry out safe and well visits and home fire safety visits to an appropriate standard.	Finalise and publish revised HFSV policy setting out quality assurance arrangements. Produce quality assurance plan for remainder of 23-24 in accordance with policy requirements. Implement plan for quality assurance of HFSV processes and compliance with record keeping requirements e.g. booking and delivery of visits within priority parameters, referral processes, delivery of visits and accuracy / completeness of records. Report outcomes of QA activity to all levels of management/governance to promote continuous improvement and provide assurance that standards are being met. Take corrective action where standards are not being met.	Revised HFSV Policy Quality Assurance Plan QA Reports	<p>November 2023 A new reporting tool has been developed to monitor progress on getting visits booked with the client following referral. Community Safety Officer (Homes) has met with Station Administrators to promote consistent practice.</p> <p>September 23 Day to day quality assurance of performance is ongoing by prevention team, with issues identified reported via Service management meetings. Revised HFSV policy is in draft. GC Prevention has drafted written QA plan.</p>	DCFO	HPP	31/03/24	Green - on target
Protecting the public through fire regulation	The service should make sure it has an effective quality assurance process, so staff carry out audits to an appropriate standard.	Undertake further action including peer assessment to ensure that quality assurance process is effective. Ensure that adequate QA and supervision of work carried out on fire engineered solutions by Fire Engineering Design Technician is in place.	Additional QA	<p>November 2023 Additional Area Fire Safety Manager post commenced. QA assurance of audits continues. QA procedure under review to ensure audit quality, identification of trends, training implementation and 'closing the loop' checks are performed. MOU with Essex FRS under review to include Quality Assurance of Fire Engineering Design Technician.</p> <p>September 23 Day to day quality assurance of performance is ongoing by prevention team, with issues identified reported via Service management meetings. Revised HFSV policy is in draft. Group Commander Prevention has drafted written QA plan.</p>	DCFO	GCProt	31/03/24	Green - on target

Protecting the public through fire regulation	The service should assure itself that it has effective systems and processes in place to manage its risk-based inspection programme.	Complete the Fire Risk Data Warehouse Project in accordance with the project PID. Taking account of the latest national guidance on risk based intervention programmes (RBIP), use the FRDW to generate and implement a frequency based RBIP for audit of high risk premises, sampling programme for other premises and fire safety check programme. Revise policy documentation to reflect the new RBIP processes.	Fire Risk Data Warehouse (FRDW)	<p>November 23</p> <p>Steady progress continues to be made</p> <p>September 23</p> <p>The Fire Risk Data Warehouse (FRDW) project has a formal plan which currently predicts the FRDW will go live in December 2023. This is a complex project which deals with large amounts of data from variety of sources. The FRDW aims to stratify risk based upon a range of data including: use, building footprint, building height, audit compliance history, response time, heritage status, number of premises within the building, (Unwanted Fire Signals)UWFS history, deliberate fires in the locality etc. There is no single reliable source of data for premises with property classifications required for protection purposes. Maintaining comprehensive up to date database of premises is a significant challenge requiring extensive data validation processes. Steady progress is being made. The project is also dependent upon implementation of a significant upgrade to the protection management information system by the system supplier. FRDW output is already being used and helping with data validation and risk profiling. It is planned to phase in use of the FRDW during Q3 to generate the RBIP replacing the interim determination of high risk premises based upon the use category (e.g. hospital, care home etc.)</p>	DCFO	HPP	31/03/24	Green - on target
Protecting the public through fire regulation	The service should have effective processes to manage the burden of false alarms (unwanted fire signals).	Review protection process for reducing unwanted fire signals in premises regulated by the fire safety order. The review will establish an efficient method of targeting premises using fire risk data warehouse output and appropriate resourcing. This will include appropriate business engagement to educate premises on arrangements they should have in place and to deter businesses from calling FRS without having first investigated to determine the cause of the alarm. Implement the revised process from Q4 23-24 with a plan for evaluating the effectiveness of the process. Update the relevant Service Order.	Revised Protection Process for unwanted Fire signals.	<p>November 2023</p> <p>Area Fire Safety Manager post has commenced. Engagement with other FRS is taking place. Unwanted Fire Signals (UWFS) procedure is being reviewed, taking NFCC guidance into account. Data from FRDW is being used to identify top offenders.</p> <p>September 23</p> <p>First use of fire risk data warehouse to identify buildings with excessive Unwanted Fire Signals (UFS) is underway. This identified incorrect data issue which has now been corrected. Additional Area Fire Safety Manager (AFSM) post has been created supported by protection grant to lead on work in this area, which commences in October.</p>	DCFO	GCProt	31/10/24	Green - on target

Protecting the public through fire regulation	The service should make sure it works with local businesses and other organisations to share information and expectations on compliance with fire safety regulations	Develop a business engagement strategy/plan for implementation commencing in Q4 23-24. The plan/strategy should be based upon research of FRS best practice and available national guidance. This should include appropriate resourcing of the plan and a plan for evaluating the effectiveness of the business engagement. The plan will be developed in conjunction with Communications team and utilise available NFCC engagement tools.	Business Engagement Strategy Business Engagement Plan	<p>November 2023 Additional AFSM post to lead on this work took post on 1 October 2023. Scoping meeting has been held with Comms team to identify overarching strategy, focus areas and tactics. A 2023-25 Strategy document is being formulated, with actions due to commence January. Areas of focus will include messaging on legislation changes to high risk premises using data from fire risk data warehouse.</p> <p>September 23 Working with Communications Team BFRS is supporting National Fire Chiefs Council (NFCC) Business Safety week. BFRS will also be using NFCC Building Safety Act 2022 – Section 156 toolkit for FRS. Additional Area Fire Safety Manager (AFSM) post has been created supported by protection grant to lead on work in this area, which commences in October.</p>	DCFO	GCProt	31/03/24	Green - on target
Responding to Fires and other emergencies	The service should make sure its response strategy provides the most appropriate response for the public in line with its community risk management plan.	Response Strategy agreed at CMT which links to the CRMP. I am of the opinion this does what we want it to do in addressing CRA risks. I await further guidance on what the gap is.	CRMP standards proposals linked to minor adjustments in the plan. The outputs from the plan e.g. roaming pump will enhance the response to the public. Head of operational Response (HOR) to liaise with Communications team and Operations Commanders to make the plans more accessible to end users and able to flex to need.	<p>November 23 - We are now in the process of producing the new station plans. HOR will ensure that the Station Plans link to the Response Strategy and will liaise with the Head of Comms on how to best launch the new station plans in April. The roaming pump is now live.</p> <p>September 23 - Key objectives in the plan are on track. Roaming pump is live in 2 weeks and conclusions from the Luton pump trial have been fed into the wider risk cover review. Awaiting further explanation on what the resource to risk gap is. Service Improvement Manager (SIM) has met with the HMICFRS Service Liaison lead (SLL) to seek clarity. SLL feedback was around end user understanding of what they are doing and how it fits into the plan. The plan needs to be better communicated and understood by both the public and teams on station. Communications strategy linked to strategic plans appear to be working. HOR to test making the station plans more reactive to these and visible to station personnel. e.g. Station turn out times campaign. Do end users understand how this links back to CRMP standards? The golden thread is the key thing missing at the moment. Operations Command Team (OCT) action for November.</p>	DCFO	Hres	31/03/24	Green - on target

<p>Responding to Fires and other emergencies</p>	<p>The service should make sure fire control is sufficiently resourced and has resilience arrangements and appropriate fallback cover.</p>	<p>We have good, predetermined resilience measures in terms of: * Overflow emergency calls will route to our call taking buddy, Essex fire control * We have a 're-call to duty' mechanism, albeit voluntary, to help increase emergency call management capacity * We are in the process of developing a potential "On-call fire control" role to further support resilience. Business case and JD to SDLT in August. Links to Fire Control enhancement team proposals. * For incidents where the emergency call management capacity is or is likely to be outside of our existing arrangements, we are active members of the national call re-distribution scheme, Operation Willow Beck. This scheme means emergency calls will not wait in a queue unnecessarily but may be managed by other professional fire control personnel around the UK. * BFRS knowingly ended our previous technical resilience with Essex fire control to pursue an ambitious move to the UK's first cloud-hosted mobilising system; we knew we would be 'alone' until others caught up.</p>	<p>New Resilience arrangements in place with at least one other service. Restructure of Control and Response Support functions to create more capacity within control and a Control Enhancement Team (CET).</p>	<p>November 23 - Chief Fire Officer has commenced early discussions with Essex and Leicestershire who use the same control software around a possible consortium. September 23 - We assisted Essex FRS with the implementation of their system and have a signed statement of intent with Essex FRS to be fallback buddies.</p>	<p>DCFO</p>	<p>Hres</p>	<p>31/03/24</p>	<p>Green - on target</p>
--	--	---	---	---	-------------	-------------	-----------------	--------------------------

<p>Responding to Fires and other emergencies</p>	<p>The service should make sure it uses its on-call crews effectively to respond to incidents based on risk in line with its community risk management plan.</p>	<p>through the On-Call Project at the time of inspection. The project was recently re-energised with a new Group Manager joining in late 2022. Two WMB posts have been recruited to. WCB are responsible for delivering onCall development training twice a month, for planning and delivering assessments, for ensuring that appliance availability is maximised using on call to wholetime and wholetime to on call stations (where crewing permits). The Watch Commanders will be delivering incident command support and looking to develop new commanders across the Service. These options will reinforce the ability to support a range of activities including extra lectures and study sessions as well as practical sessions and concrete experience on busier stations as well as ensure appliances are available as much as they can be to give great exposure and experience. This should accelerate completion of all phases of development including acquisition of skills and skill maintenance. There is a regional collaboration between Bedfordshire, Cambridgeshire and Hertfordshire to look share initial training</p>	<p>Improved On-Call availability, through better recruitment and retention.</p>	<p>November 2023 - The Project continues to be resourced as per the September update, regular updates are being made to CMT and we are starting to see incremental improvements in on-call availability.</p> <p>September 23 - We have a GC in post and a fully live PID, we have recruited watch commander On Call liaison officers who are already having an impact on appliance availability. We have delivered a number of additional training evenings enhancing skills and increasing morale and retention. We have moved a green book system support member of staff into the project team.</p>	<p>DCFO</p>	<p>Hres</p>	<p>31/03/25</p>	<p>Green - on target</p>
--	--	--	---	--	-------------	-------------	-----------------	--------------------------

<p>Responding to Fires and other emergencies</p>	<p>The service should do more to align with national operational guidance to improve a co-ordinated response to the most high-risk incidents.</p>	<p>Prior to the HMICFRS Inspection the team leading on National Operational Guidance (NOG) we were struggling to recruit to NOG Training Integration Officer post. Richie Portlock is now in post and delivering against the project action plan.</p>	<p>4 further product packs delivered by 31/12/23 2 further packs delivered by 31/03/24 Remaining product packs at planning stage.</p>	<p>November 2023 - Fires in Buildings and Water Rescue will be completed. Fires in Buildings Under Construction or Demolition and Height, Structure and Confined Space have had the Strategic Gap analysis started and will be delivered by 30th April 2024. Fires and Firefighting product pack is in the planning stage for the Strategic Gap Analysis. The following packs remain outstanding and will be planned going forward: Hazardous Materials - Health Hazards, Search, Rescue & Casualty Care, Major Incidents, Hazardous Materials - Physical Hazards, Transport, Wildfires, Fire on Board Vessals, Industry, Fires in Waste Sites, Utilities and Fuel Environmental Protection Geophysical Hazards Fire Control Guidance Hazardous Materials</p> <p>September 2023 Project team has been refreshed and is adopting a more streamlined and pragmatic solution of adopting the regional training packs in their original format rather than waiting until it has been converted into the Service's e-learning platform, to aid the adoption of product packs specifically to reduced the burden on the competency and development team. Subject to sign off by the NOG Board.</p>	<p>ACFO</p>	<p>Hres</p>	<p>31/03/24</p>	<p>Green - on target</p>
--	---	---	---	--	-------------	-------------	-----------------	--------------------------

Responding to Fires and other emergencies	The service should make sure it has an effective system for learning from operational incidents and assure itself that all areas of the service can contribute to debriefs.	<p>underway to fully review our operational assurance process. The project includes the implementation of new operational assurance software to better manage our operational learning from station audits, incidents, exercises and operational monitoring, employing better systems to reduce the time from event to debrief and ensure consistency of debrief records.</p> <p>The project is split in the following phases:</p> <p>a. Station and Control audits – The go live day for first audits is Jan 24, with all sections to have been audited by the end of 2024.</p> <p>b. A Implementation of all debrief modules (Hot Debrief, On Scene, Debrief, Structured Debrief, Command Review, Multi-Agency Debrief, Control Debriefs) – The go live day for phase 2 of the project is Feb 24.</p> <p>c. Active Monitoring & Simulation Monitoring implementation - The go live day for phase 3 of the project is Jul 24.</p> <p>Success of this project will be measured via end of project review including all stakeholders.</p> <p>2. The Terms of reference (TOR) for the Assurance Working Group are to be</p>	<p>Implementation of new operational assurance software</p> <p>Revision of terms of reference for the Assurance Working Group</p> <p>Establishment a multi-agency LRF JOL assurance group</p>	<p>November -</p> <p>1a - Station and Control audits – The go live still on track for Jan 24.</p> <p>1b. Go Live date still on track for Feb 24.</p> <p>1c - The go live day for phase 3 of the project is on target for July 24.</p> <p>2. The Terms of reference (TOR) for the Assurance Working Group have been revised and are on the agenda of the Dec 23 meeting.</p> <p>3. Bedfordshire Fire and Rescue still working with the Bedfordshire Local Resilience Forum (LRF) to establish a multi-agency Joint Operational Learning (JOL) assurance The establishment of a JOL assurance group still on track to be complete by April 2024.</p>	ACFO	HTAM	31/07/24	Green - on target
Responding to major and multi-agency incidents	The service should make sure it has an effective method to simultaneously share fire survival guidance information with multiple callers and that it has a dedicated communication link in place.	Action set in RSM appraisal to continue work with Airbus UK to deliver a working solution during this fiscal year. The off the shelf product is available for us to develop within the Response Support team.	Electronic system for Fire Survival guidance, with a manual fall back system and supporting operational guidance and policy.	<p>November 23 - Business Case has now been produced and will be taken forward as a medium sized project. Interim solution went live on 30th October. Note this does not address the main point raised by HMICFRS but it does reduce the risk to the public and firefighters.</p> <p>September 23 - Supplier A have been in and showcased their solution. CMT have been presented with a summary of this and the similar product supplied by supplier B. CMT are awaiting costings from both suppliers before deciding on pipeline project work.</p>	DCFO	Hres	31/03/24	Green - on target

Responding to major and multi-agency incidents	The service should make sure it has an overarching cross-border exercise strategy. The strategy should assure the service that exercise objectives are in line with community risk management plan risks and that learning is recorded, shared and actioned.	Response Strategy agreed at CMT which links to the CRMP. I am of the opinion this does what we want it to do in addressing CRA risks. I await further guidance on what the gap is.	Exercising Strategy to encompass over border, high risk, LRF and business continuity exercises. Linked to station plan outputs.	Draft strategy created, Operational Assurance (OA) team considering how they will measure the end user understanding and delivery outcomes. Similar to the response plan the golden thread to operational personnel across all levels is key to its success. Communications plan and agile station plans will be required. OA working group and OCT action for November. November 2023 - Group Commander Sugars is looking at the interdependencies of the draft strategy and station plans and the response strategy to ensure they all fully align prior to publication.	ACFO	Hres	31/03/24	Green - on target
Making best use of resources	The service needs to show a clear rationale for the allocation of resources between prevention, protection and response activities. This should reflect, and be consistent with, the risks and priorities set out in its community risk management plan.		Clear presentation of the rationale and allocation of resources included as part of 2024/25 budget	November 2023 Budget work is progressing, as is the 2024/25 CRMP action plan (in early stages) September 23 The budget work for 2024/25 has commenced. This review of the resources allocated will be carried out over the coming months, leading up to the 2024/25 budget setting in February 2024.	ACO	ACO	31/03/24	Green - on target
Making best use of resources	The service should have effective measures in place to assure itself that its workforce is productive and that its time is used as efficiently and effectively as possible to meet the priorities in the community risk management plan.	Establishment of a Productivity and Efficiency Group. Following this, the allocations of workstreams and the delivery of these feeding back into the Board. To establish an internal depository for Productivity & Efficiency examples (already done or suggestions)	Establishment of a Productivity and Efficiency Group. Creation of Productivity and Efficiency library	November 2023 The P&E Board has now meet and frequent meetings will take place to ensure that there is momentum to progress with the agreed workstreams. September 23 An internal Productivity and Efficiency (P&E) Board has been set up. This Board will task workstreams and have progress reported back to it. There is also a central depository to record P&E work. We are now members of the NFCC P&E group.	ACO	ACO	31/03/24	Green - on target
Making best use of resources	The service should assure itself that all processes in place to support performance management are effective.	To review and develop more effective KPIs with clear links to performance.	New KPIs with clear links to performance.	November 23 Members development day has been completed. A paper is due to be presented to full FRA on December 15 with full recommendations to our published operational performance standards. September 23 Clarity was sought from the HMICFRS SLL on 27/09/2023. This relates to Key Performance Indicators. A new presentational format is currently being developed with FRA Members and a review of KPIs and potential changes to these will be initially discussed at the Members Development Day on 5th October 2023	DCFO	DCFO	31/03/24	Green - on target

Promoting the right values and Culture	Bedfordshire FRS cannot assure itself that its operational members of staff meet the minimum fitness requirements to perform their role. Within 28 days of the Cause of Concern being published, the service should provide an action plan that ensures all staff meet the minimum fitness standards.	Separate Action Plan has been created and submitted to HMICFRS within the required 28 days.	See paragraphs 3.1 - 3.3 of covering paper		ACFO	HHR	31/03/24	Green - on target
Getting the right people with the right skills	The service should review its succession planning to make sure that it has effective arrangements in place to manage staff turnover while continuing to provide its core service to the public.	We have implemented a workforce planning group which meets quarterly to review projections, Bids for staff, project posts, agency placements etc. We are going to carry out a review to identify where career grades can be used for those in professional support staff roles to assist with development and progression of existing staff. - 31st March 2024 We have implemented 0 hour/casual contracts in order to recruit specialists/critical skills.	1. Workforce Planning group Created. 2. Complete review to identify where career grades can be used for those in professional support staff roles to assist with development and proession of exisiting staff. 3. Implemented 0 hour/casual contracts in order to recruit specialists/critical skills.	1. Complete 2. To be started 3. Complete	ACFO	HHR	31/03/24	Green - on target

Getting the right people with the right skills	The service should assure itself that on-call firefighters are appropriately supported in their initial development.	<ul style="list-style-type: none"> - Undertake review of On-call development process. - Continue to NOG align development programs. - Recruit temporary Development Support Coordinator to cover long term sickness. - Review all case of those FFs in development over 3 1/4 year to ascertain reasoning / learning. 	<p>Review of on-call development process.</p> <p>NOG alignment of operational development programmes</p> <p>Recruit Development Support Coordinator</p> <p>Review process for development completion</p>	<p>22/9/23 - update</p> <p>The Service has committed to undertaking a review of the On-call development process administered via the on-line PDRpro system. This review also encompasses the need to continue to NOG align development programs as the Service adopts remaining regional NOG product packs.</p> <p>The Service has now recruited to cover long term sickness within the Development Support Coordinator role. This will now provided consistent support to On-call operational staff across the organisation.</p> <p>New processes have been put in place to review all cases of those Firefighters whom have been in development for over the 3¼ years detailed in the On-call Firefighter development portfolio. Quarterly monitoring of all operational staff in development is already in place across the Service to track progress.</p>	ACFO	HTAM	31/03/24	Green - on target
Ensuring fairness and promoting diversity	The service should make sure it has effective grievance procedures. It should identify and put in place ways to improve staff confidence in those procedures.	<p>Management development training in operating the grievance procedure is implemented for grievance produce - End of September 23</p> <p>We are reviewing our grievance procedure - publication contingent on consultation with FBU target December 23.</p> <p>PSI role created, financed and implemented with effect from 14th August 2023.</p>	PSI Implemented Grievance Training delivered	September 23 - Professional Standards Investigator has commenced employment on 14 August 2023	ACFO	HHR	31/12/23	Green - on target
Ensuring fairness and promoting diversity	The service should have a consistent plan to promote positive action with under-represented groups and make sure staff understand the purpose and benefits of a diverse workforce.		<ol style="list-style-type: none"> 1. Produce a Positive Action Plan including increased positive action events 2. Produce an E-Learning Module on positive action 	September 23 - Whole time campaign has just been finished. Analysis on the areas where people with protected characteristics have been unsuccessful will take place.	ACFO	HHR	31/03/24	Green - on target

Managing performance and developing leaders	The service should ensure it has arrangements in place to identify, develop and support all high-potential staff across the organisation.	<p>promotional gateways to identify high potential operational staff. This helps identify high-potential staff who then receive further support and development opportunities to accelerate their leadership journey.</p> <p>The Service has implemented a cross functional Workforce Planning Group, the group meets quarterly review succession and development projections for staff across all parts of the organisation.</p> <p>The Service will undertake a full review year 1 of new appraisal process. This will help to identify high-potential staff, manage training needs analysis and match staff to further development pathways.</p> <p>The Service will develop Core learning pathways for all staff grades both support and operational. This will help provide clarity to staff on the learning and develop they would need to fulfil roles and help high potential staff to identify accelerated development opportunities.</p>	<p>Banded promotoinal gateways</p> <p>Workforce planning group</p> <p>Review of new appraisal process</p> <p>Core learning pathways for all staff</p>	<p>9/8/23 - Action plan added .</p> <p>22/9/23 - update Action 2 - Complete Process established to update development programmes through the implementation of NOG product packs</p> <p>Action 3 - Complete The Service has now recruited to cover long term sickness within the Development Support Coordinator role. This will now provide consistent support to On-call operational staff across the organisation.</p> <p>4/10/23 - Action - Learning & Development working to incorporate core learning pathway outcomes into apporoval role inductions, this would allow high potential staff to access guided learning at the point they are identified as having high potential.</p>	ACFO	HTAM	31/03/24	Green - on target
---	---	--	---	---	------	------	----------	-------------------

Key	
CFO	Chief Fire Officer
DCFO	Deputy Chief Fire Officer
ACFO	Assistant Chief Fire Officer
ACO	Assistant Chief Officer
HPP	Head of Prevention and Protection
HTAM	Head of Training and Asset Management
Hres	Read of Response
HHR	Head of HR
HSSA	Head of Strategic Support and Assurance
GCPrev	Group Commander Prevention
GCProt	Group Commander Protection