

Prevention & Protection

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Third Quarter Review

Service Plan 2005 / 2006

Our Vision:

To make Merseyside a safer community

Our Mission:

We will continue to work in partnership with the community to provide a value for money service, which will:

- Further reduce death, injury and property loss due to fire and protect the people and the environment including visitors to the region.
- Provide a high quality fire and rescue service within the resources that are available in accordance with Best Value principles.

To develop a more integrated Service Plan for 2005/6 the Service Plan and IRMP have been drawn together to create a single document, which is then linked to other medium term planning and strategy documents. These include:

- Financial Plans and policies
- The Corporate Risk Management register and policy
- The Community Safety Strategy
- The Human Resource Strategy

The IRMP Action Plan will also function as a stand-alone document for publication purposes.

Corporate Aims.

Four new Corporate Aims that mirror the key areas of the IRMP have replaced the nine Corporate Aims from the 2004/5 Service Plan.

The Corporate Aims are:

- 1. Prevention and Protection** - to prevent fires and other emergencies and to protect life and property in the event of a fire or other emergency.
- 2. Emergency Response** - To respond to all requests for emergency assistance with the level of resources appropriate to the risk.
- 3. Business Continuity** – To provide prevention, protection and after incident recovery services to businesses.
- 4. Organisation** – To deliver an effective, modern and learning organisation.

All objectives are classified by priority as detailed below:

Priority:

Very High – Critical to the successful operation of the Organisation and safety of the community further reducing death, injury and property loss due to fire

High - Important to the successful operation of the Organisation and safety of the community further reducing death, injury and property loss due to fire

Medium – Desirable for the successful operation of the Organisation and safety of the community further reducing death, injury and property loss due to fire

Third Quarter Review January 2006

Purpose of Review

To advise of the quarter reporting process against Service Plan objectives during the Third quarter of 2005/6

Recommendation

That performance against objectives for the third quarter of 2005/6 is noted.

Introduction

Monitoring achievement against planned objectives for the current year requires managers to report regularly to their Directors with details of progress.

The presentation of quarterly reports to the Principal Officers, Corporate Leadership Team and the Authority draws together the details of this progress in one overarching document 'the quarter review.'

The reporting process concentrates on the following:

- Whether targets set within the quarter have been met.
- Give early warning of items set for the following quarter, which may not be on target.
- Update on failed targets from previous quarter.

Traffic light system

The reporting process employs the “traffic light” approach as follows:

Green - represents the successful achievement of an objective or performance indicator target, which had a completion date within that quarter.

Amber - represents partial achievement of an objective or performance indicator target, which had a completion date within that quarter.

Red - represents an objective that has not been achieved or had no progress made against it, or a performance indicator that has not reached its target.

There is a column for each quarter with the colour representing the traffic light status achieved for that quarter. Where a target failed to reach green light status in a previous quarter, the responsible officer is requested to give an update report along with the current quarters target, until green light is achieved.

Previous quarters comments included for information.

A brief description of progress on the following quarter will also be reported where actions are required.

Any actions points that have been fully completed will be indicated.

For further information please contact Helen Peek, Strategic Planning Ext 4407

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
IRMP 1.1. High	To enhance our ability to provide HFRA's to more vulnerable groups in the community, by employing more 'community safety advocates' who will have particular skills relating to the community in areas such as mobility, sensory challenges, age, ethnicity & gender	<p>Employ 6 advocates</p> <ul style="list-style-type: none"> * Research the area of the community to be accessed by advocates * Report to Authority with proposals. * Commence selection process. * Employ 6 advocates * Review progress & report to Authority 	<p>Apr - 05</p> <p>May - 05</p> <p>Aug - 05</p> <p>Sep - 05</p> <p>Mar - 06</p>	Director of Community Safety	Drug/Alcohol Advocates started August 2005. Based @ Netherton /Bootle/CFS Sefton.	<p>Drug and alcohol Advocates & Disability advocates continue to build up their networks within their relative speciality.</p> <p>A progress report will be completed for presentation at Community Safety Committee for 01/03/06</p>	N/A	Green	Green	Green	Will meet target

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
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IRMP 1.2.	<p>To contribute to and encourage innovation in sprinkler design in the home that reduce risk, but are far more widely affordable than at present.</p> <p>To work with local education authority's to promote sprinklers in schools as a cost effective risk reduction measure LPI 9a</p> <p>Increase year on year the installation of domestic sprinklers, in particular in homes identified as "very high risk" (50 Dwellings) LPI9b Commitment to sprinklers in the design of new schools (2 Schools)</p>	<p>Increase year on year the installation of domestic sprinklers, particularly in homes identified as 'very high risk' (50 dwellings)</p> <p>To achieve a commitment to have sprinklers fitted in the design of 4 new schools</p>	<p>Mar - 06</p> <p>Mar - 06</p>	<p>Director of Community Safety</p>	<p>Standalone Unit to undergo a 6 Month evaluation in Liverpool. Awaiting approval for the number of units to purchase prior to commencement date</p> <p>Letter to Director Of Education in Knowsley asking for suppression systems to be included in design of 8 new schools as outline planning permission has now been submitted for all sites</p> <p>Misting system to be installed to a new Nursery School in Cambridge Road, Sefton</p> <p>48K Neighbourhood Renewal Funding for Liverpool for the provision of suppression systems to vulnerable homes – 12 month project.</p> <p>Misting systems to be installed to new student accommodation in Lime Street, Liverpool – circa 280 units.</p>	<p>Development of the Standalone Unit has now been completed. CD Rom produced and will be forwarded to all FRS.</p> <p>Six-month evaluation of the first installations to take place at the end of March 2006.</p> <p>Further 13 High-Risk properties are being evaluated for full systems.</p> <p>Meeting with Env Health at L'pool to discuss bid process to access funds for sprinklers in HMO's.</p> <p>L'Pool & Knowsley LA's have been awarded Building School for Future funding and have been contacted with a view to include sprinklers in the design of their new and refurbished schools.</p> <p>District Man at Knowsley to raise issue at JAG Meetings</p> <p>Continuation of NRF money granted for 2006/2007 year</p> <p>Misting system to be incorporated into new City Centre fire station</p>	N/A	N/A	Green	Green	<p>On target.</p> <p>Yearly target of a commitment to include sprinklers in 2 new schools has been achieved.</p> <p>Commitment to the inclusion of sprinklers in 2 schools has been achieved.</p>

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
IRMP1.3 High	To engage with 'Young People' to capitalise on the positive role models provided by the Fire Service for both marginalized and mainstream young people. Diversionary courses will be delivered with the aim of creating 'Fire Safe' citizens of the future and improving individuals self esteem. All of these courses will highlight the consequences of:-- Hoax calls- Violence towards firefighters	Expand our delivery of PTV courses to Sefton area (Southport) and deliver 2 courses from that base. Expand the 2004/05 Trial of Croxteth Youth Team. Deliver courses from 3 locations, Croxteth, Toxteth & WallaseyExpand the local delivery of "Life" courses and provide 6 courses from locally delivered bases. "LIFE" = Local Intervention Fire Education	May 2005 Nov 2005 Mar 2006 Jun 2005 Nov 2005 Mar 2006 Mar 2006	Director of Community Safety	Five districts booked courses until April 06 Four additional LIFE courses booked from CONNEXIONS Template developed to deliver the effective role out to St Helens, Aintree	Five courses delivered to funders across Merseyside. 34 young people aged 13-16 completed 12 week program Youth Engagement 50th course successfully completed. Development of Service level agreement to allow volunteers to be inducted onto youth programs being developed to be introduced 1 April 2006	N/A	N/A	Green	Green	4th quarter target will be met. LIFE course booked with two providers. The development of the SLA has held back the roll-out to Toxteth and Wallasey. Funds and staff have been identified to allow the roll-out to take place 1st quarter 2006/2007

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IRMP 1.4 Very High	The flagship of MFRS risk reduction in the Community is direct intervention in the form of HFRA's. We intend to increase the number of HFRA's being offered to households in Merseyside	<p>* Produce specific list (via 'Blue 8') of the 300,000 properties in Merseyside that have not yet taken up the offer of an HFRA</p> <p>* A number of properties were checked over 4 years ago and now need revisiting. Revisit strategy to be launched with through partners / Fire Service Direct.</p> <p>* Operational Firefighters or other relevant personnel to visit these houses;</p> <p>* 5 new partnerships (1 per district) to be launched with the specific aim of generating more HFRA's</p> <p>* The outcomes to be monitored by Performance Management</p>	<p>May 2005</p> <p>Jun 2005</p> <p>Mar 2006</p> <p>Apr 2005</p> <p>Jul 2005</p> <p>Oct 2005</p> <p>Jan 2006</p> <p>Mar 2006</p>	Director of Community Safety	<p>Fire Service Direct Interim measure in house at SHQ, following conclusion of contract with LOOP.</p> <p>Targets for HFSC being met. July – 4336 Aug – 4241 Sept - 4335</p> <p>Totals for period April – sep05 = 25124</p>	<p>List available to Fire Service Direct of 7,500 properties not yet had HRFA. This is all Goldmine can hold. More are available, but will be maintained at this level. (Blue8 is not the source of this information, but the HRFA data can be displayed in the Geographical Information System (GIS).</p> <p>Targets for HFSC's being met. Totals for April – Dec 05 = 37074</p> <p>Revisit strategy implemented, and is achieving target. Operational Crews carrying out revisits, booked via Fire Service Direct. Scheduled 1500 per month.</p> <p>New Partnerships: Knowsley PCT - leaflets in new parents bounty pack. Sefton Housing-training home workers in signs of potential fire, generating HRFA's. St Helens Local schools in target areas- offering advice and HRFA's to parents at school gate. Wirral Partnership Homes- covering 1 of 10 super spot areas, visiting homes and delivering HFRA's. Liverpool 999 text messaging "61051" for those who cannot make voice calls.</p>	N/A	Green	Green	Green	Target will be met

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IRMP1.5 High	Continue to work with Police and other interested groups on firework initiatives	<p>* Provide staff to work on the Firework Incident Research Safety Team (initially one ADO and One other member of staff)</p> <p>* Apply for grants to fund this work where available.</p>	Mar-06	Director of Community Safety	<p>* Additional staff selected and undergoing training.</p> <p>* Planning taking place to broaden the aspect of team to tackle the wider issues of ASB with regards to fireworks this year.</p> <p>* 2 people imprisoned for fireworks related offences.</p> <p>* 3 Formal Cautions given to retailers.</p> <p>* Funding opportunities being investigated with CFOA and ACPO.</p> <p>* New procedures under development in response to new legislation on storage and sale</p>	<p>Additional staff recruited and trained. Joint procedures with Police and Military Bomb Disposal Teams agreed and in practice.</p> <p>Results for 2005 show a 28% reduction in incidents, 25 tonnes seized and 20 cautions issued for illegal storage activity.</p> <p>No grant funding available at this time, but income generated from provision of specialised training at the FSC.</p> <p>Team to be restructured as part of the Threat Response Group formation and further expansion of joint Police working</p>	N/A	N/A	Green	Green	On Target

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
IRMP 1.7 Med	To maintain a Fire Safety Inspection Programme in accordance with the Service IRMP.	<ul style="list-style-type: none"> * To make provision for the evaluation of all types of workplaces. * To prioritise inspections of premises to ensure that resources are directed towards the higher risk premises. * To continue to work with other authorities, within specified time frames, as part of the consultation process. * To give advice, when requested, on issues relating to fire safety. *To enforce the requirements of the fire regulations and other related legislation. 	Mar 2006 target now ongoing	Director of Community Safety	<ul style="list-style-type: none"> * All workplaces can be evaluated using the 'premises risk assessment system'. * A prioritisation list has been amended and circulated. * Staff will continue to work within legal deadlines. * We will give sufficient advice for employers to meet their legal responsibilities. Advice to other persons will be given on an ad hoc basis. * Inspection strategy will be reviewed following the inception of the Regulatory Reform Fire Service Order. * We will continue to enforce the workplace fire precautions regulations where there is evidence of non-compliance. 	As stated in 2nd quarter all works have continued to maintain MF&RA fire safety inspection program in accordance with the Service IRMP. This is an ongoing target.	N/A	N/A	Green	Green	We will continue to work to our Inspection Programme in line with IRMP.

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1.8.	LPI 7 60s+ Initiative: Deliver HFRAs - 6,000 (500 per month)	2004/05 Target 2004/05 (achieved) 6000 11654	2005/06 target : 6000	Director of Community Safety	60s plus annual report published. 9175 HFRA referrals generated Sept 04 – Sept 05 (term time target). Corporate wrist band as reward for HFRA success and available through website for web referrals. New Target to be set for academic year.	60+ team have generated 6202 referrals from April 05 - Dec 05. Almost 50% are in the over 60 target age group.	N/A	Green	Green	Green	<p>Action point Complete</p> <p>Target set for new academic year. 60+ Team will focus on high risk groups and will include pupil referral units and special schools which may generate less HFRCs sbut will target the higher risk families</p>

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							1st	2nd	3rd	4th	
1.9.	LPI 8 Retention on Princes Trust Volunteer courses.	Positive outcomes: Access to Full time education (89%) Access to Full Time employment (75%)		Director of Community Safety	Awaiting indicators from teams finishing in August. To be reported in 3rd qtr.	Four Princes trust team programs delivered with 41 unemployed and 7 employed finishing the program- awaiting 90 day performance indicator.	N/A	Amber	Amber	Amber	Further information will be given in 4th quarter.

	INDICATOR (See alongside for definition)	APR- DEC 2005(raw data)	APR-DEC (Best value data)	APR-DEC 2004	PERCENTAGE CHANGE ON PREVIOUS YR	TARGET	ON TARGET?	ESTIMATE FOR YEAR 2005/06	ACTUAL FOR 2004/05
Best Value Pls									
142(ii)- Property and vehicle fires(See appendix one : Comparisons)	BVPI 142(II)	4546	33.32	5301	-14.24%	7210	YES	6050	6919
142(iii)- Accidental dwelling fires(See appendix one : Comparisons)Deprivation Factor -	BVPI 142(iii)	973	16.42	1123	-13.36%	1420	YES	1300	1475
143(i)- Fatalities from accidental dwelling fires(See appendix one : Comparisons)(143 (i)- Deaths from accidental dwelling fires (See appendix one : Comparisons)	BVPI 143(I)	10	0.73	9	11.11%	10	NO	12	11
143(ii)- Injuries from accidental dwelling fires(See appendix one :	BVPI 143(II)	82	6.01	140	-41.43%	121	YES	110	168
144- Accidental fires in dwellings confined to room of origin	BVPI 144	88.63%	N/App	93.42%	-5.13%	94.50%	NO	90%	93.98%
146 (i) - Number of calls to malicious false alarms not attended per 1000 population(See appendix one : Comparisons)	BVPI 146(I)	192	0.14	215	-10.70%	1796	YES	260	220
146 (ii) - The number of malicious false alarms	BVPI 146(II)	984	0.72	1079	-8.80%	1790	YES	1300	1770
149(i) – Number of false alarms due to automatic fire alarms(See appendix one : Comparisons)	BVPI 149(I)	3219	81.71	3596	-10.48%	5320	YES	4300	6243
149(ii) – Number of properties with more than one AFA call per 1000 non domestic properties	BVPI 149(II)	566	N/App	541	4.62%	600	NO	750	872
149(iii)- Percentage of AFA calls which are to a property with more than one attendance	BVPI 149(III)	44.99%	N/App	54.90%	-9.91%	25%	NO	35%	45.56%
206(i) – Number of deliberate primary fires (excluding vehicle fires) per 10,000 population	BVPI 206(I)	1228	9	1356	-9.44%	1650	YES	1630	1858
206(ii) – Number of deliberate primary fires in vehicles per 10,000 population	BVPI 206(II)	1367	10.02	2119	-35.49%	2990	YES	1820	2749
206(iii) – Number of deliberate secondary fires (excluding vehicle fires) per 10,000 population	BVPI 206(III)	9483	69.51	9649	-1.72%	14835	YES	11500	12212
206(iv) – Number of deliberate secondary fires in vehicles per	BVPI 206(IV)	137	1	177	-22.60%	159	YES	130	236
207- Fire in non-domestic premises per 1000 non-domestic premises	BVPI 207	450		629	-28.46%	740	YES	600	744
208-People in accidental dwelling fires who escape unharmed without FRS assistance at the fire	BVPI 208	89.90%	N/App	N/App	N/App	25%	YES	89.90%	N/App
209(i)- (% of fires attended in dwellings where) A smoke alarm had actuated	BVPI 209(I)	40.14%	N/App	38.53%	1.61%	42%	YES	42.00%	38%
209(ii)- A smoke alarm was fitted but did not activate	BVPI 209(II)	15.60%	N/App	16.43%	-0.83%	15%	Yes	15.00%	16.30%
209(iii)- No smoke alarm was fitted	BVPI 209(III)	44.11%	N/App	45.04%	-0.93%	43%	YES	43.00%	45.90%
LPI Deprivation	LPI DEP	0.434	N/App	0.502	-13.55%	0.63	YES	0.58	0.659

BVPI 143(i) - Fatalities

Even though we have not reached our target in this indicator, the small numbers involved make this a difficult indicator to control. However, when this is viewed strategically in conjunction with the related indicators of accidental dwelling fires, serious injuries and working smoke alarms. We can see that our overall CFS strategies are improving performance. We will continue to identify and target those most at risk of dying in fires.

BVPI 143(ii) - Injuries

The increase in HFSC's is likely to be having a positive impact on this indication. Improvements in the profiling and risk analysis of where dwelling fires and serious injuries are likely to take place have been made through the use of mapping and analytical tools. This has been in conjunction with the development of advocate roles to target more accurately people who are at a higher risk from getting a serious injury in a dwelling fire.

BVPI144 – Fires confined to room of origin

Performance dropped in July and August in "medium" risk category areas. Investigations into why this occurred has not highlighted any particular problems.

Performance has improved since, however the effect of 2 poor months has skewed our overall figure to the extent that we won't achieve our target. Performance in the third quarter was on target.

BVPI149(iii) – AFA calls to a property with more than one attendance

This indicator is new for 2005/6. Performance has improved by over 10% on the same period as last year but target was challenging. However because the dramatic reduction in total No. of AFA's the percentage of properties with more than 1AFA call has increased.

BVPI 206 (iv) – Deliberate secondary fires in vehicles

This indicator relates to derelict vehicles and it has shown a considerable improvement in performance over the last year (a reduction of 20%) but is currently likely to fall short of its target. It is expected that the highly successful arson reduction task force will continue to make an impact on this indicator and that the target may ultimately be achievable.

BVPI 207 (iv) – Fire in non-domestic premises per 1000 non-domestic premises

There has been nearly 30% reduction in non-domestic premises fires due to Station Managers direct targeting in this area.

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								1st	2nd	3rd	4th	
1.11	LPI 2 – Percentage of 999 calls answered within 10 seconds.	96% 97%	98%	98%		2005 April - August 92.20 2004 April – August 97.6 MACC staff working with new technology has affected performance during this period. Some training issues over and above routine new system training have been required and currently being addressed.	As anticipated MACC call handling for the 3rd quarter, 95% within 10 seconds, has decreased to 94.64%. This takes into account the bonfire period where as expected the volume of calls had an impact on the call handling times.	N/A	N/A	N/A	Red	4th Quarter not anticipated to achieve target. Learning of new technology has affected performance during this year. Familiarity with the system should assist in achieving next years targets.

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
1.12	LPI 3- Home Fire Risk assessments in domestic dwellings	2004/05 target 27207 2004/05 actual 48000	48,000	Director of Community Safety	April 3540 May 4353 June 4319 July 4336 Aug 4241 Sept 4335 Total 25124 On target	April 05 - Dec 05 Total 37074 HFSC's completed.	N/A	N/A	Green	Green	On target

No	Project / Activity	INDICATOR	APR-DEC 2005 (RAW DATA)	APR-DEC (BEST VALUE DATA)	APR-DEC 2004	PERCENTAGE CHANGE ON	TARGET	ON TARGET	ESTIMATE FOR YEAR 2005/06	ACTUAL FOR 2004/05
1.13	LPI 5 – Economic Cost of Fire	LPI 5 - economic cost of fire	£26.01m	N/App	31.06m	-13.36%	39.28m	Yes	£34.79m	£39.47m

Prevention Protection

To prevent fires and other emergencies and to protect life and property in the event of fire or other emergency

No	Project / Activity	INDICATOR	APR-DEC 2005 (RAW DATA)	APR-DEC (BEST VALUE DATA)	APR-DEC 2004	PERCENTAGE CHANGE ON	TARGET	ON TARGET	ESTIMATE FOR YEAR 2005/06	ACTUAL FOR 2004/05
1.14	LPI 6- Accidental dwelling fires where a smoke alarm actuated	LPI 6	49.19%	N/App	48.43%	0.76%	52%	No	49.50%	48.40%

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview						
							1st	2nd	3rd	4th							
1.16 High	Regional Management Boards Six key areas of work that should be dealt with through Regional Management Boards.	<ul style="list-style-type: none"> * Integrate common and specialist services e.g. fire investigation * Put in place effective resilience plans for large scale emergencies * Introduce regional personnel and human resource functions * Develop a regional approach to training * Establish regional control centres * Introduce regional procurement within the context of a national procurement strategy 	Ongoing	<p>CFO</p> <p>Director of Community Safety</p> <p>Director of Ops Planning</p> <p>Director of HR</p> <p>Director of Training and Professional Development</p> <p>Special Projects Officer</p> <p>Director of Procurement</p>	<p>The Strategic Plan that was considered at the North West Boards AGM in July will be reviewed every six months. This six monthly review will be reported upon in the third quarter service plan update copies of the cover report and the strategic plan will able to be obtained from MFRS democratic services in the third quarter.</p>	<p>As reported in previous quarter, cover report now available.</p> <p>A regional forum for FI has been established in January 06 and common areas have been identified. This project is planned for completion in mid-quarter</p> <p>On agenda for CFOA meeting 26/01/06</p> <p>A regional HR Strategy has been produced and collaborative HR issues identified. Lead Authorities have been put in place for each issue.</p> <p>Regional Assessment Development Centres have been delivered at all three levels of management with all FRA's in the NW Region having assessed candidates via the collaborative process. Annual Programme at formulation stage. Go live 1.4.06</p> <p>Project not registered - Nationally driven Project</p> <p>Consultants engaged to review NW F&RS's. Report anticipated Jun/July 06. 3rd qtr Amber 4th quarter Green</p>	N/A	N/A	Green	Green	Green	Green	Amber	Amber	Amber	Green	Over all on target.

2. Emergency Response

To respond to all requests for emergency assistance with the level of resources appropriate to the risk.

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
IRMP 2.1 High	Relocate our City Centre Fire Station from its current location at Canning Place to a new site at St Anne Street, Liverpool	* Demolition of new site in progress * Completion due for new Station Mar 2006	Mar-06	Director of Service Support	Design for replacement of former derelict public house with planning department awaiting a decision. Initial site preparation works progressing.	Completion will not be achieved by March 2006. This is due to delays in planning consent and preparation of the groundworks following the unforeseen demolition of the existing buildings because of their dangerous condition. Practical completion will be in late July/early August 2006. Occupation of the station will follow around six to eight weeks later. The new fire station is being constructed on land presently owned by Liverpool City Council and Grosvenor following applications for compulsory purchase orders. The land will transfer to MF&RS ownership after the practical completion of the station. At present the construction is proceeding quickly. The design is complete and barring any unforeseen problems the July/August target will be met.	N/A	N/A	Red	Red	Will not meet target. New Target Aug 2006

2. Emergency Response

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							1st	2nd	3rd	4th	
IRMP 2.4 Med	Review station boundaries to align with local authority districts and wards to facilitate improved understanding with other agencies	Consider existing boundary structures and identify options for amending the station boundaries and reporting procedures. Emergency response not affected due to new mobilising system using Automatic Vehicle Location System (AVLS) compatibility	Dec-05	Director of Strategic Planning	<p>A Project Initiation Document has been devised. All ward boundaries are now within Blue 8, and are up to-date.</p> <p>Work is now taking place to review how this impacts upon management information.</p> <p>Discussion to take place with District Commanders and others re changes and implications.</p> <p>For the production of maps there should be no issues as this is simply an overlay; for the production of other information they maybe some issues in having to reformat data.</p>	<p>It is now possible to produce a map showing station boundaries with local district councils and wards. A document is being produced, for the Corporate Risk Register, highlighting possible issues which could arise with regard to station / district managemet issues. This will be submitted to CLT once complete.</p>	N/A	N/A	Amber	Amber	Target moved to 4th quarter. Work carried out towards meeting this target is on track, update for approval due in 4th quarter.

2. Emergency Response

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No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
IRMP 2.5 High	Utilise BLUE 8 GIS software to determine how many appliances will form the strategic reserve on a day to day basis and appropriate strategic standby locations for maintenance of fire cover under certain circumstances given the advent of dynamic mobilising	Analysis of GIS data reference operational demand and periodically 'out of cover' areas	Mar-06	Director of Strategic Planning	The parameters of the 'Strategic Reserve' and potential location of 'additional mobilising locations' will be considered in conjunction with a number of other IRMP proposals. Analysis is nearing completion and meeting to finalise proposals will be convened in the near future.	Analysis now completed. Proposals will be put forward in the final quarter.	N/A	N/A	Green	Green	On target.

2. Emergency Response

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No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
IRMP 2.6 High	Gather evidence and undertake analysis on the varying of crewing levels of personnel responding to incidents on an 'exposure to risk' basis and implement revised crewing according to the outcome. Standards to be established on the quality and objective of intervention rather than the resources deployed.	Risk analysis – external consultants. Consideration of options. Justification	Sep-05	Director of Strategic Planning	Following careful consideration of the issues affecting this action point it has been determined that further risk assessment work is necessary, including study of work carried out elsewhere, before we progress the 4 + 4 trial. The outcome of this risk assessment will be reported back to the fire authority in due course. This does not affect the CAFS trial which can take place separately from 4 + 4 and will go ahead on that basis.	Comments made in the second quarter return are also applicable to the third quarter.	N/A	Red	Red	Red	It is unlikely that this action point will be complete before 2006/7

2. Emergency Response

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							1st	2nd	3rd	4th	
IRMP 2.7 Med	Produce & maintain a map relating to the location of road traffic accidents over time to identify potential black spots with a view to working with other agencies to reduce risk to life and property.	Analyse historical data in conjunction with GIS	Jan-06	Director of Strategic Planning	Initial work taking place to assess suitable agencies/organisations from which to gather the data/information. Currently examining benefit of using Merseyside Information Service for some of this information.	N/A	N/A	N/A	N/A	Green	Work is ongoing to agree an information sharing protocol with the Police. It is understood that Knowsley Metropolitan Borough Council (MBC) currently act as the custodian of Road Traffic Collisions (RTC) data for the Police, holding all RTC data for the Merseyside Conurbation.

2. Emergency Response

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							1st	2nd	3rd	4th	
IRMP 2.9 Very High	Meet the requirements identified in the Corporate Water Supply strategy	<ul style="list-style-type: none"> * Design & Procure Bulk water carriers *Hose layers pods *Research flow meters & control systems for appliances * Establish a Water Strategy Team for operational incidents * Legal Agreement with United Utilities consultation with Legal Director * Introduce Gold standard hydrants (5 year plan). * Explore the use of dedicated Water teams to provide water at operational incidents. * Continue to develop intelligence on water supplies using Blue 8 or its successor with the Risk Management Team. 	<p>Jul 2005 Oct 2005</p> <p>Jul 2005 Oct 2005</p>	Director of Service Support	<p>Draft specifications for both water tankers and Hose layer units have been passed to Procurement.Flow meters are being fitted to all new appliances.Water strategy team and Dedicated water teams to be completed 2006.Legal; agreement with United Utilities (UU) remains with their legal department awaiting approval.MFRS and UU are currently working in partnership to develop the Gold Standard hydrant concept. Information on the areas of greatest risk has been passed to UU, who are currently identifying appropriate resources within the area. The information will then be produced for use by operational personnel at incidents.Software installed August 2005.</p>	<p>Specifications for both Water Tankers and Hose Layers are with the Procurement Team for action. Hose layers could take up to 12months to be delivered This is now ongoing</p> <p>Legal agreement still awaiting approval by UU.</p> <p>Gold Standard Hydrant concept – The anticipated outcome for the Liverpool area has not met our expectations and will require further investigations, however we may need to look at alternatives in the identification of suitable resources.</p>	N/A	Green	Amber	Amber	Update to be given in 4th quarter

2. Emergency Response

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No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
IRMP 2.10 High	Develop a Foam Deployment Strategy	Design & procure Foam tanker. Agree foam strategy & implement Introduce new foam delivery system	Dec 2005 Aug 2005	Director of Service Support	MFRS to trial new foam delivery system, to fulfil strategy, which would allow carboys to be used for foam strategy.	The trial was successful and new equipment is being purchased.	N/A	Green	Green	N/A	N/A

2. Emergency Response

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No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
IRMP 2.11 High	Examine alternative staffing options for the Authority's aerial appliance capability and implement changes to staffing supported by the outcome of that review.	Consider the possible options Consultation on options Implement	May 2005 Jul 2005 Aug 2005	Director of Training and Professional Development	Consultation re Birkenhead aerial now completed 16th Sept, Authority approval to move as soon as practicable Consultation now commenced for Eccleston and Southport CFO/199/05 Refers	Additional consultation now concluded in respect of Southport and Eccleston. Report 236/05 submitted for consideration at Authority Committee meeting 15/12/05. Provision of contracts re expressions of interest ongoing. Provision of primary mobilising alert system specified, order subject to 3rd quarter capital adjustment, CLT report 01/06. New target to complete in 4th quarter	Green	Amber	Amber	Green	Anticipated completion in accordance with Authority approval mid 4th Quarter currently on target.

2. Emergency Response

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							1st	2nd	3rd	4th				
IRMP 2.12 High	Working with Mersey Regional Ambulance Service (MRAS), audit and review the co-responder trial to measure the level of success.If deemed to be of sufficient success work with MRAS to extend the scheme to SHQ and selected stations and extend the co-responder scheme to cover training of Fire Safety Advocates and Fire Safety Officers in the use of Defibrillators.	* Audit and review the Search and Rescue Team co-responder trial.	May 2005	Director of Ops Planning		CFO has requested meeting with MRAS to discuss further extension of the scheme, this is being arranged.	N/A	Green	Amber	Green	Further update on progress to be given in 4th quarter			
		* Consult and agree the extension of the scheme based on historical data from MRAS.	Jul 2005											
		* Agree MOU to cover the extension of the scheme	Sep 2005									Additional report re Marine Rescue Unit has been submitted and agreed.	New target 4th quarter	
		* Provide, in partnership with MRAS additional defibrillators for use by Fire Service personnel	Sep 2005											Focus group has taken place and a report on the future extension has been submitted to the MRAS Board.It has been agreed to extend the system.
		* Work with MRAS to provide necessary training in the use of defibrillators.	Oct 2005											

2. Emergency Response

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							1st	2nd	3rd	4th	
IRMP 2.13 High	Review success of Small Fires Unit (SFU) following trial period and if appropriate extend it to other areas	* Check number of calls attended by SFU * Assess number of non-mobilisations of major pumping appliances at C4, N3, C3 and C1 between 16.00 and 22.00 hours * Extend SFU concept to other stations if considered successful.	May 2005 Jul 2005 Oct 2005	Director of Ops Planning	Initial report submitted to CLT. Additional report to be submitted to the Fire Authority.	Approval now received from Authority Location of 2 nd SFU not identified at this time. Carrying out trend analysis of added value to the Service. To be reported to CLT on 24/01/06. Procurement 2 vehicles, location to be decided New target 4th quarter	Green	Green	Amber	Green	Update in 4th quarter

2. Emergency Response

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No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
IRMP 2.14 High	Review Senior Officer fire cover, to include cross border cover arrangements and implement changes to staffing supported by the outcome of that review.	* Benchmark against services of a like nature and size	May 2005	Director of Ops Planning	Report to be presented to the Fire Authority on 11/10/05.	Report approved by authority	Green	Green	Amber	Green	Update 4th quarter
		* Set parameters of review	Jul 2005		CFOA NW Working Group being formed.	Cheshire leading - developing draft arrangements for cross border cover.					
		* Carry out review and produce report jointly with region	Oct 2005		MFRS item to be submitted to Fire Authority 11/10/05.	Issues with mutual aid between Authorities (section 13 & 16) to be resolved					
					Regional issue still at the inception stage.	Review agreed January 06 for discussion at CFOA	Green	Green	Amber	Green	
						Target rolled over to 4th quarter					

2. Emergency Response

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							1st	2nd	3rd	4th	
IRMP 2.16 High	Work with other agencies to develop a Major Emergency Response and Recovery Plan	Consult and agree with other agencies the need for such a plan Agree content of plan Produce in partnership with other agencies a response and recovery plan	Jul 2005 Sep 2005 Feb 2006	Director of Ops Planning	Issue presented to Merseyside Local Resilience Forum (MLRF) General Working Group, agreed Fire Service to lead. Considering existing documents 'Merseyside Incident Procedure Manual', London Strategic Plan & Civil Contingencies Act with a view to using this as a basis.	Draft plan currently being developed for mid January 2006. Once draft is agreed it will be sent to the Category 1 Responders for consultation.	N/A	Amber	Amber	Green	Target expected to be met.

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							1st	2nd	3rd	4th	
IRMP 2.17 Med	In partnership with District Councils, develop protocols to reduce the number of non life threatening incidents we attend	* Preview non life threatening calls attended * Sift out calls attended on behalf of District Councils * Enter into discussions with District Councils to agree protocols on attendance at non life threatening incidents	May 2005 Jun 2005 Dec 2005	Director of Ops Planning	Report to be compiled and submitted to Director of Operational Planning for onward transmission to CLT. 3rd qtr is on target, providing CLT agree the recommendation.	Report completed, to be discussed with Principal Officers prior to the report being submitted to CLT. Report completed and submitted for consideration of principal officers. Target moved to 4th quarter	Green	N/A	Amber	Green	Report to CLT for approval

2. Emergency Response

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No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
IRMP 2.18 Med	In consultation with district Councils review our role in attending incidents involving unsafe structures and formulate a strategy and policy to ensure that such incidents are dealt with by District Councils	Review last three years incidents relating to unsafe structures Formulate and agree protocols for non attendance at such incidents with District Councils	Jul 2005 Nov 2005	Director of Ops Planning	Report to be compiled and submitted to Director of Operational Planning for onward transmission to CLT 3rd qtr is on target, providing CLT agree the recommendation.	Report submitted to principal officers for consideration. Target moved to 4th quarter	N/A	Green	Amber	Green	Report to CLT for approval

2. Emergency Response

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No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
IRMP 2.19 Med	Extend MFRS urban search and rescue capability to include specialist roles, serviced by partnerships from outside the Fire Service. This would include structural and mechanical engineering specialists.	<p>Research the necessary specialist roles to enhance the teams capabilities</p> <p>Identify suitable personnel to enter into partnership with and provide necessary training</p>	<p>Jun 2005</p> <p>Sep 2005</p>	Director of Ops Planning	<p>Specialist generic roles researched.</p> <p>Identification of suitable personnel to be reported to CLT.</p>	<p>Director of Ops Planning to meet with CFO to discuss National issues. Work to progress following outcome of meeting.</p> <p>Target moved to 4th quarter</p>	Green	Amber	Amber	Green	Anticipated completion within 4th quarter

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							1st	2nd	3rd	4th	
IRMP 2.21 High	Continue appliance development to accommodate a diverse workforce. To research into the adaptation of existing appliances. To enable them to be used safely and effectively by a diverse workforce, within the constraints imposed by the availability of capital finance.	<ul style="list-style-type: none"> * Establish any existing appliances/equipment that need to be adapted. * Determine the practicalities of what can be adapted. * Place orders for work (dependant on Finance) 	<ul style="list-style-type: none"> Jul 2005 Aug 2005 Mar 2006 	Director of Service Support	This process is now an integral part of the procurement of operational appliances and equipment.	Continuing to improve were possible. Provide an appliance for TD&A which is fitted with equipment to train diverse workforce.	Green	Green	Green	Green	On Target

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No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
IRMP 2.22 High	Design and procure a number of pumping appliances in keeping with the support pump concept and determine the equipment and stowage that each will carry.	Determine design and specifications Determine what equipment they will carry. Determine stowage. Procurement.	May 2005 May 2005 Jul 2005 Mar 2006	Director of Service Support	Appliances have been purchased. Bollarding of stowage and equipment in progress.	Appliance undergoing bollarding & fitting. Currently producing pricing structure to procure 6 new support pumps.	N/A	Green	Green	Green	On Target

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IRMP 2.23 High	Evaluate the trial of CCTV on appliances and if appropriate install on further vehicles.	* Identify risk areas * Expansion of deployment/installation	Jul 2005 Mar 2006	Director of Service Support	Request For Quotations are being evaluated at present. (MFRS/5/53)	Programme of scheduled installations has begun.	N/A	Amber	Amber	Green	On target

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IRMP 2.24 High	Reassess requirements for extended duration breathing apparatus (EDBA).	* Determine operational risk * Procurement of new equipment	Nov 2005 Jan 2006	Director of Service Support	Order placed for new equipment(MFRS/5/50)3rd qtr. Is on target.	Equipment has been purchased and Training underway. Deployment of resources expected in Jan. 06	N/A	N/A	Green	Green	On target

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IRMP 2.25 Very High	<p>Based upon the risk profiling work we have carried out we intend to set revised standards of intervention with respect to fire risk;</p> <p>High risk – first attack within 5 minutes with additional support within 8-10 minutes.</p> <p>Medium risk – first attack within 6 minutes with additional support within 9-11 minutes.</p> <p>Low risk – first attack within 7 minutes with additional support within 10-12 minutes These to be achieved on 85% of occasions</p>	<p>* Research locations of stations in relation to response times</p> <p>* Category risk map evolving</p> <p>* Definitive response standards. Process Evolution : conducting analysis of station locations. RISKTEC will formulate appropriate proposals Preparatory work for IRMP3</p>	<p>Jun 2005</p> <p>Sep 2005</p> <p>Dec 2005</p> <p>Ongoing</p>	Director of Ops Planning	<p>Action continues in line with 1st quarter. More dynamic risk maps being investigated. Current performance April to September:</p> <p><u>High Risk</u> 82.88 %Average Attendance Times: 1st Attendance =4.35 mins 2nd Attendance = 5.21 mins</p> <p><u>Medium Risk</u> 86.48 % Average Attendance Times: 1st Attendance = 5.02 mins 2nd Attendance = 6.11 mins</p> <p><u>Low Risk</u> 80.95% Average Attendance Times: 1st Attendance = 5.21 mins 2nd Attendance = 6.43 mins</p> <p>Overall average standards of fire cover = 85.2% 3rd qtr. On target. Interim report on location of fire stations produced by Process Evolution. Risk map continues to evolve. Work will inform IRMP 3 when concluded</p>	<p>Work in progress, should meet target.</p> <p><u>High Risk</u> 82.57 %Average Attendance Times: 1st Attendance =4.57 mins 2nd Attendance = 5.36 mins</p> <p><u>Medium Risk</u> 86.42 % Average Attendance Times: 1st Attendance = 5.06 mins 2nd Attendance = 6.24 mins</p> <p><u>Low Risk</u> 87.6% Average Attendance Times: 1st Attendance = 4.56 mins 2nd Attendance = 6.71 mins</p> <p>Overall average standards of fire cover = 84.92%</p>	N/A	Amber	Amber	Green	Target should be met

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IRMP 2.26 Very High	With regard to repeated unwanted fire signals from AFAs we will implement a final risk critical measure of a reduced attendance of one fire appliance to premises where the building owner/occupiers fail to manage their fire alarm system satisfactorily.	<ul style="list-style-type: none"> * Conforms to requirements of FSC * Procedure implemented * Further to implementation of procedure it is proposed to consider this risk critical measure in a further attempt to reduce unnecessary deployment of resources to AFA's 	Ongoing	Director of Operational Planning / Director of Community Safety	Following discussion with the District Mgt Group, Fire Safety Management Group will amend the SOP by the end of October 05	Performance against BVPI is improving	N/A	Green	Green	Green	Will complete in 4th quarter

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IRMP 2.27 Med	Develop a strategy for cross border deployment to both short duration and protracted incidents	<ul style="list-style-type: none"> * Revise current cross border arrangements in accordance with Fire Service Act 2004, Sections 13 and 16 * In consultation with surrounding Brigades identify areas of operational and specialist needs * Develop a strategy for Senior officers whereby operational Senior officers can provide fire cover in other county areas * Develop a mobilising and deployment strategy to sustain protracted 'over the border' working 	Dec-05	Director of Ops Planning	<p>A Memorandum of Understanding has been agreed by the Regional Management Board re cross border operation of specialist rope rescue teams in the North West. Some work still remains but this is being progressed. Cross border working between Merseyside & Cheshire re national USAR Search & Rescue Team in place.</p> <p>3rd qtr not on target. This is being led by Cheshire</p>	On hold, awaiting information from Cheshire F&RS	N/A	Amber	Red	Red	Currently not on target.

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IRMP 2.28 Med	Develop a catastrophic incident plan based upon the guidelines established by the Federal Emergency Management Agency (FEMA), a division of the US Department of Homeland Security	* Research and develop concept * Produce report * Produce SOP and implement	Mar-06	Director of Ops Planning	N/A	N/A	N/A	N/A	N/A	Green	Redrafting document and attempting to gather information from London Fire Brigade. Expected to be on target at this time.

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							1st	2nd	3rd	4th	
2.29 Med	Develop a programme of fitting back-up generators in Stations that do not have them. All existing generators to be routinely tested	<ul style="list-style-type: none"> * Review need for back-up generators in those stations that do not have them * Review effectiveness of generator maintenance and testing schedule * Building Services contract in place 	Mar-06	Director of Service Support		Review of stations without complete budget costings submitted. Critical Site (MACC) fully tested. Other existing sites fully maintained. Tender for new maintenance being prepared.	N/A	N/A	Green	Green	On Target

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							1st	2nd	3rd	4th	
2.30 Med	Review of total evacuation/disaster situation at MACC	* Test total evacuation/disaster situation at Derby Road *Review need for UPS at back-up control centre	Sep-05	Director of Ops Planning	Current SOP reviewed and redrafted. Training of MACC personnel carried out. First exercise on 09/10/05. Three more exercises arranged before March 06.	SOP revised and approved. Evacuation exercise has taken place. Issues from exercise and live evacuation being dealt with by the provision of a secondary control facility at HQ. Further exercises to be carried out when the Ops Incident Room is up and running. Action Point Complete	N/A	Amber	Green	Green	Action Point Complete

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No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
2.31 High	<p>Control Rooms/CentresFire and Rescue Authorities, through the Regional Management Boards, must:</p> <p>Ensure that they contribute to the delivery of the phased transition from existing control rooms to the new control centres within the overall national timetable by 2008</p> <p>Ensure that the control centres are provided with timely, accurate and comprehensive information on appliance and crew availability and on other assets to make possible effective mobilisation; and</p> <p>Work closely with the Government to ensure that the timetable for rollout, and integration with the Firelink timetable, are achieved.</p>	<p>FiReControl will deliver an integrated, networked, standard, fire and rescue control service at a regional level for England by the end of 2008. The North West Region is currently scheduled to go-live in first quarter 2009</p>	Jul-08	Special Projects Officer	<p>Project not registered - Nationally driven Project.</p> <p>- ODPM has determined the role-out order considering implications around maintaining existing operational continuity. In certain cases an interim solution is required..</p> <p>Role out Wave one: South West, North East, East Midlands.</p> <p>Wave Two: West Midlands, South East, North West, Yorkshire & Humberside, East of England, London</p> <p>At least two regions in Wave One must start service at the same time. Regions in Wave Two will be staggered, with full service expected by 2009. .</p> <p>The locations for the 5 RCC's were announced on 19th July 2005</p> <p>North West: Lingley Mere Business Park, Great Sankey, Warrington, The Regional workload has been allocated across 5 workstreams:</p> <p>Cheshire: Convergence Cumbria: Accommodation GMC: Technology Lancs: HR Merseyside: Procurement</p>	<p><i>Project not registered - Nationally driven Project</i></p> <p>. ODPM has determined the roll-out order considering implications around maintaining existing operational continuity. In certain cases an interim solution is required.</p> <p>. Roll out Wave one: South West, North East, East Midlands</p> <p>. Wave Two: West Midlands, South East, North West, Yorkshire & Humberside, East of England, London</p> <p>At least two regions in Wave One must start service at the same time.</p> <p>Regions in Wave Two will be staggered, with full service expected by 2009.</p> <p>. The locations for the 5 RCC's were announced on 19th July 2005</p> <p>North West: Lingley Mere Business Park, Great Sankey, Warrington, The Regional workload has been allocated across 5 workstreams:</p> <p>Cheshire: Convergence Cumbria: Accommodation GMC: Technology Lancs: HR Merseyside: Procurement</p>	N/A	Amber	Amber	Amber	<p>Project not registered - Nationally driven Project.</p> <p>Due for completion 2009</p>

2. Emergency Response

To respond to all requests for emergency assistance with the level of resources appropriate to the risk.

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
2.32 Med	Introduce “Transman” to provide statistical analysis on Vehicle repair/maintenance	To improve data analysis of vehicle repair and maintenance	Mar-06	Director of Service Support	Transman not being pursued at this time- joint decision made between Transport Manager and ICT dept due to present system being modified	Now cancelled. Project not viable at this time . Sophtlogic is now carrying out the duties and meeting requirements.	N/A	N/A	N/A	N/A	Action point suspended.

2. Emergency Response

To respond to all requests for emergency assistance with the level of resources appropriate to the risk.

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
2.33 Med	Reduce Hydrant Stock	Five year plan – Reduce by 5000 Not replacing existing hydrants on water mains rehabilitation schemes by risk assessing areas.	Year End Target: Reduce by 1000 Hydrants	Director of Service Support	Ongoing. No statistics to report at present due to new software system being installed.	Inputting data on new GIS system at present. Anticipated that statistics will be available in the fourth quarter.	N/A	Green	Green	Green	On target

2. Emergency Response

To respond to all requests for emergency assistance with the level of resources appropriate to the risk.

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
2.34 High	Review – Small Fires Unit, Search and Rescue Team, Incident Management unit & Operational Resource Centres	Appliance to be operational by April 2005	Apr-06	Director of Performance Management	2nd SFU-Specifications drawn up, one quote obtained awaiting second quote (A progress report was passed at CLT 4/10/05. The second SFU is awaiting delivery before deployment.)	SFU ordered. Report to CLT 24th January - Proposals Re: Future of SFU staffing. Outcome to be updated in 4th quarter. All specialist teams working to high level of performance.	Green	Amber	Green	Green	On Target to complete.

3. Business Continuity

To provide prevention, protection and after incident recovery services to businesses.

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
IRMP 3.1 High	To be fully engaged in all aspects of the Liverpool City Regeneration Programme in support of the Capital of Culture Year 2008. This will give an enhanced service to the 'Business Community' who will access our services on a 'one stop' shop principle with our staff based at Liverpool Regeneration Services. In addition we will provide support on all aspects of Operational Planning Policy with regard to the Liverpool City Regeneration Programme and Capital of Culture.	<p>* Locate Fire Safety staff to a central location within Liverpool City Council Offices:</p> <p>* Implement a 'Service Level Agreement' with Liverpool to turn round all planning applications & queries</p> <p>* Provide extra Fire Safety Inspectors to deal with the volume of work being generated by 'regeneration Schemes</p> <p>* Monitor projects and associated work streams throughout the year, providing support as necessary</p>	<p>Apr 2005</p> <p>May 2005</p> <p>Jul 2005</p> <p>Mar 2006</p>	<p>Director of Community Safety</p> <p>Director of Operational Planning</p>	<p>Liverpool FS staff in collaboration with LCC Building Control now provides Paradise Street Development Agency (PSDA) project a weekly "one stop shop" hosted by main contractor Laing O'Rourke. Facilities include dedicated office space at Laing's in addition to facilities at LCC.</p> <p>Service Level agreement with LCC as previous. Awaiting written confirmation. (New Target Nov 05)</p> <p>No extra provision to date, to be reviewed as necessary.</p> <p>Full membership (ADO) of Liverpool City Council Programme Management Group, monitoring and contribution to regeneration projects.</p>	<p>Staff continue to collaborate with stakeholders using the "one stop shop"</p> <p>Service level agreement new target April 06. Awaiting implementation of RRO.</p> <p>2 additional Fire Safety Engineers assigned to City Centre Regeneration projects. Scope and scale of projects, as expected, have dictated the need for the additional personnel.</p> <p>Team manager (ADO) continues to provide support and advice to Liverpool City Council Programme Management Group and full membership of the newly formed City Centre Command Team.</p>	N/A	Green	Green	Green	Will meet target

3. Business Continuity

To provide prevention, protection and after incident recovery services to businesses.

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
IRMP 3.2 High	Produce & maintain a Merseyside flood map and work with other agencies to reduce the potential for interruption to business continuity caused by flooding	Analyse historical data in conjunction with Blue 8 GIS to locate risk areas. Liase with other agencies	Jan-06	Director of Strategic Planning	Work being undertaken in conjunction with 2.7 to assess suitable sources of data/information	Work is ongoing to update flood map information. Please also refer to action point 2.7	N/A	N/A	Amber	Green	Work on target for 4th quarter

3. Business Continuity

To provide prevention, protection and after incident recovery services to businesses.

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
IRMP 3.3 High	Encourage building owners and occupiers to meet new Fire Safety responsibilities using only appropriately registered and independently assessed companies	SOP produced : FS O136 Third Party Accreditation	Jul-05	Director of Community Safety	New 12-week contract signed with Firesmart (Sept 2005) for the provision and completion of on-line Risk Assessments for businesses on Merseyside.	Firesmart contract now finished. Report from Risksmart to follow. Target postponed to 4th quarter due to other priorities taking president	N/A	Amber	Amber	Green	Action Point will be complete in 4th quarter

3. Business Continuity

To provide prevention, protection and after incident recovery services to businesses.

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
IRMP 3.4 High	Assess the impact of requirements made under the Civil Contingency Act and Regulations once published	* Assess impact of act and regulations for MFRS * Develop a strategy and procedure to implement action points with regulations	May 2005 Sep 2005	Director of Ops Planning	MLRF Risk Assessment Group formed. Draft Community Risk Register presented to MLRF. Strategy & procedures presently being drawn up. New Target set for 3rd quarter.	Community Risk register (CRR) produced and published. Workstreams identified and currently being assigned. All plans to be reviewed to meet the requirements identified in the CRR. SOPs and plans have been identified that will need to be reviewed in light of the Civil Contingency Act. Work to be included in IRMP 3.	Green	Amber	Green	Green	Will complete in 4th quarter

3. Business Continuity

To provide prevention, protection and after incident recovery services to businesses.

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
IRMP 3.5 Med	To implement the review of Fire Safety Inspectors which will include the further employment of specialist Technical Officers, and to test the market along Best Value principles as regards the provision of Fire Safety Services within limits of affordability. This will open up opportunities for a wider group of the community to access careers in the Fire Service and 'Add Value' to the Service provided to the Business Community.	<p>The Review will take account of the following:-</p> <ul style="list-style-type: none"> * National Occupational Standards & Role Maps * Full job evaluation & determination of appropriate salary for each post * Take account of greater availability of uniformed specialists who will be working a "Flexible Day Duty System" * Take account of the "Regulatory Reform Order" * Report to Fire Authority 	<p>Apr 2005</p> <p>Jul 2005</p> <p>Jul 2005</p> <p>Jul 2005</p> <p>Nov 2005</p>	<p>Director of Community Safety</p>	<p>The Fire Authority approved the review of the FS District Staffing on the 28th July 2005.</p> <p>The consultation period with the Representative Bodies is 1st August – 31 October</p> <p>On target</p> <p>Several planning meetings have been held to prepare for the implementation of the Regulatory Reform Order (RRO)</p> <p>Report to the Authority on RRO (28/07/05) by Exec Dir of Finance</p> <p>3rd qtr. Is on target</p>	<p>Job evaluation due to take place in 4th quarter. Job descriptions will come in with rank to role.</p> <p>Complete</p> <p>It has been announced Regulatory Reform Order (RRO) will be postponed until Autumn 2006. This will now roll over to 4th quarter.</p> <p>FS Report to be considered by FRA on 17th Jan 06</p>	N/A	Green	Green	Green	<p>Majority of items in this action point are on target however there have been some unavoidable delays. Further updates will be given in 4th quarter. Works have been carried out as far as possible.</p>

3. Business Continuity

To provide prevention, protection and after incident recovery services to businesses.

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
IRMP 3.6 Med	Adopt a more integrated approach to the issue of service delivery. To this end the areas of New Dimension, Operational Planning, Operational Resource Centres, Operational readiness and Resilience will be brought under the umbrella of a Resilience and Capability function.	* Carry out research of Fire Services and departments with such directorates * Produce report to CLT (detailing structure, policy and strategy for special operations	Mar-06	Director of Ops Planning	Researching Concept.	This is ongoing. Meetings are held bi-monthly to discuss relevant issues. Minutes and action points kept on file.	N/A	Amber	Amber	Green	Action point on track to complete in 4th quarter

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
IRMP 4.1 High	The development of a system of flexible working to deliver the IRMP. This is to include annualised leave, peak & part-time working, family friendly practices, overtime working and retained duty systems	* Continue to develop use of annualised hours contracts for all employees * Extend the delivery of part time contracts of employment based on individual employee family related requirements * Introduction of individual work patterns outside current duty systems to meet individual employee family related requirements * Continued recruitment/training and development of community retained employees * Development of wholetime/retained contracts of employment to meet the specific community needs and service delivery	Ongoing Development	Director of Human Resources	As per previous quarter Continuous horizon scanning to seek examples of best practice that could be utilised Work to begin on Low Level of Activity and Risk (LLAR) Stations suitable contracts and work patterns	Contracts have been produced to meet all requirements. Draft LLAR Contract which is the next requirement is now developed. This action point is on target, however cannot be completed as continuous developments will be required to stay attuned to personal demands.	N/A	Green	Green	Green	This action point will be continually developed.

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
IRMP 4.2 High	Implement the Crew Level Maintenance Team and monitor its effectiveness	Set Performance indicators to measure effectiveness of team with regard to overall attendance levels	Apr-05	Director of Service Support	Discussions regarding CLMT still ongoing prior to Consultation at Joint Secretaries. 12 week consultation with FBU commenced 30th August 2005. Target date re evaluated due to the delay of Rank to Role implementation. New Target for completion Jan 06, in line with Rank to Role scheduled commencement.	Implemented as of 1st January 2006. CLMT now renamed Resilience and Reinforcement Team (RRT). LPI's to be discussed with Performance Manager. New Target for completion Jan 06	Amber	N/A	Amber	Green	Update report to be provided in the 4th quarter.

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
IRMP 4.4 High	Initiate collaborative working programmes with North West Fire and Rescue Services to implement joint procurement initiatives and increase standardisation. Including the procurement of Operational Personal Protective Equipment.	* Employ procurement specialist to undertake interface between Lancashire and Merseyside	Apr 2005	Director of Procurement	Completed a procurement Best Value Review on behalf of Cheshire F&RS.	Completed	N/A	Green	Amber	Amber	Further update to follow in 4th quarter
		* Establish Suitability for tasks to be undertaken of Operational Personal Protective Equipment (PPE)	Jul 2005		Delivery of a purchase course to North Staffordshire District Council 7/10/05	Completed					
		* Determine / Research type of PPE required for such tasks	Sep 2005		Revised Purchase structure accepted by CLT 4/7/05, now implemented	MF&RA lead North West joint contract for purchase of PPE. WTG final product test certificate.					
		* Establish Financial resources.	Sep 2005		Work in progress re Personal Protective Equipment (PPE).						
		* Procurement.	Dec 2005		3rd qtr is on target	Note: associated servcie contract (GMF&RS) still under query. Target will continue into 4th quarter					

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
IRMP 4.6 High	Review Station Locality Manager Pilot scheme and if appropriate extend to other locations.	* Review Pilot Scheme (Scheme started Sept 04) * Make recommendations * Identify budget provision * Implementation 2 year Plan (phased approach)	Oct 2005 Nov 2005 Dec 2005 Feb 2006	Director of Performance Management	Report approved by Fire Authority meeting, October 2005. 3rd qtr is on target.	Awaiting approval to extend Locality manager scheme to other stations, from 17th January Authority Meeting.	N/A	N/A	Green	Green	Will meet target if approval given 17th January 2006.

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
IRMP 4.7 Med	Contribute to the reduction of risk to community, organisation and individuals through the identification of local training needs	<ul style="list-style-type: none"> * Performance review and appraisal * Workplace assessment * Performance measures * Quality assurance systems * Assessment & Development Centres 	Jun 2005	Director of Training and Professional Development	CBT Phase 6 delivers appraisals training for Fire Fighters, Crew and Watch Managers	N/A					With effect from Dec 05 Regional training strategy to focus upon the production of Regional Recruit Training Delivered & managed regionally. Available for use 01/06/ 06 Project in initiation phase
			Mar 2006		Workplace assessment now part of Crew Based Training						
			Sep 2005		Station risk profile template completed						
			Sep 2005		System has been successfully quality assured						
			Mar 2006		Progressing as per regional model						

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
IRMP 4.12 High	Extend the delivery of training and development through the crew based concept to meet and mitigate the local risk profile as defined in the IRMP.	<ul style="list-style-type: none"> * Identify relevant courses * Review course structure and content * Produce in modular format * Incorporate into attendance matrix * Advertise crew based approach 	Dec-05	Director of Training and Professional Development	<p>Courses aligned to Crew Based Training delivery</p> <p>Completed</p> <p>Completed ongoing to match delivery needs</p> <p>Circulated</p> <p>3rd qtr on target.</p>	<p>Phase 6 of crew based training commenced and reported through CLT 1.18.</p> <p>To ensure this meets the full requirements of need, and mitigate the risks in accordance with the IRMP, full engagement with performance management has commenced.</p> <p>Action Point Complete.</p>	N/A	N/A	Green	Green	Action point complete

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
IRMP 4.14 Med	The crews of the SART and IMT to develop specific skills training to the Service based on local area needs relative to the risk profile	<ul style="list-style-type: none"> * Identify Service specific training needs * Agree needs * Action delivery of SART and IMT training * Commence delivery of specific skills training 	<ul style="list-style-type: none"> Jul 2005 Sep 2005 Sep 2005 Dec 2005 	Director of Training and Professional Development	<p>High Performing Teams concept accepted at CLT with implementation date set at Jan 06</p> <p>Consultation opened up with District Management Team regarding Training Strategy and to conclude November 05, after which the Strategy will be sent to CLT for approval</p> <p>(3rd qtr should be on target.)</p>	<p>Training delivery by SART in respect of Water and Heavy Rescue commences 9th Jan 06.</p> <p>Incident Command Training delivery by IMU to watches on nights and weekends.</p> <p>Ongoing Training and Organisational Development Strategy at CLT 10th Jan 06 for endorsement.</p> <p>Action point will run into 4th quarter.</p>	N/A	Amber	Amber	Green	On target

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.16	BVPI 8 To pay all undisputed invoices within 30 days or other mutually agreed term to minimise the potential for interest payments arising from late payment and maximise the level of discounts that can be obtained to assist the cash flow of local business partners(See appendix one : Comparisons)	5 Year Target To maintain the current level at 100% By production of a local performance indicator to monitor the effectiveness of the creditors payments process	To continue at 100%	Exec Director of Finance and Director of Procurement	July 99.78% August 99.69% September 100%	October 97.40% November 97.57% December 99.05%	N/A	Green	Amber	Green	All efforts will be made to meet target.

No	Project / Activity	Methodology / 5 year target		Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
		2004/5	2004/5					1st	2nd	3rd	4th	
4.17	BVPI 12a – Number of working days lost to sickness – uniformed staff	Target 2004/5 8	Actual 2004/5 10.12	Target will be exceeded though it is hoped that the New Absence and Attendance policy along with the proposed incentive scheme and occupational health schemes will help next years target to be achieved.	Director of Service Support	April –Sept 05/06 4.96 April –Sept 04/05 5.66 Projections indicate that although figures are slightly lower than last year the current target is still likely to be exceeded. It is expected that the new Absence and Attendance Policy will have a significant effect on this PI and this may start to impact before the end of the year.	April-Dec 2005 8.00 April-Dec 2004 8.00 Although target will be exceeded, there is no significant change to last years figures in this quarter. It is hoped that the New Absence and Attendance policy along with the proposed incentive scheme and occupational health schemes will help next years target to be achieved.	N/A	Red	Red	Red	Target will not be met. Predicted year end figure 10.13. 2004/5 year end figure of 10.12. Please see 3rd quarter comments.

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.18	BVPI12b – Number of working days lost to sickness – all staff	2004/05 target 8 2004/05 actual 10.94	8	Director of Service Support	April –Sept 05/06 4.76 April –Sept 04/05 5.22	April-Dec 05 7.62 April-Dec 04 8.51 This figure has exceeded the target for this year, although it is predicted that the new Absence and Attendance Policy along with the proposed Incentive Scheme and Occupational Health schemes, will help to reduce the number of shifts lost to sickness in 2006/07.	N/A	Red	Red	Red	Will not meet target. Predicted year end figure for all staff 9.78 days lost to sickness. Although this will not achieve the target, it is lower than the 2004/5 year end figure of 10.94. Please see 3rd quarter comments.

No	Project / Activity	Methodology / 5 year target		Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
		2003/4 (Targ)	2004/5 (Ach)					2004/5	2004/5	1st	2nd	
4.19	BVPI15a – The percentage of staff eligible for the firefighters pension scheme taking ill health retirement	0.9	0.9	2.00%	Director of HR	<p>Update: The Service technically remains on target in this area in that the first two quarters have produced a total of 7 ill health retirements based on 'average' strength 04/05 (guidelines provided by Auditor), however due to length of notice required for ill health retirement this section is aware that those in the pipeline will now exceed the target for the year. Although ill health is unpredictable the ODPM, by introducing the requirement in the FF pen scheme to be Independently assessed, has slowed the ill health process down but not eradicated it. See Below.</p> <p>The Service is currently on target in this area. The target based on the 'Average strength 04/05. See Below</p>	<p>Not on target and overall the target will not be met – the introduction of the Independent Qualified Medical Practitioner IQMP to determine ill health has had a slowing down effect on ill health discharges but not dramatically reduced them, this combined with the unpredictability and unforeseen deterioration in long term sickness cases make it difficult for the Service to set and achieve targets based on historical data. The Pay/Pensions officer via Committee reporting has highlighted this problem and brought the Services attention to the IQMP effect.</p>	N/A	Red	Red	Red	Target will not be met. Please see 3rd quarter report.
	0.3	0.6	0.83%	68%								
	BVPI15b – The percentage of those staff eligible for the local government pension scheme taking ill health retirement.						<p>LGPSThe Service is currently on target in this area. The target is based on the Average Strength 04/05The unpredictability of the onset of ill health can cause difficulties in target setting and achievements, however the Service has a robust Occupational Health provision with systems in place to aide and rehabilitate where possible.</p>		Green	Green	Green	

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.20	BVPI 2 – Level of Commission for Racial equality standard Target for 2005/6 will be CRE Level 2/3. To be achieved through continuous improvement by progressing the Equalities Action Plan	2003/4 = Level 1 2004/5 Level 2	Level 2/3	Director of HR	Target for 05-06 revised Level 2 as the auditor requires a single level as a target. Progress on this is also driven through the equalities action plan. Some areas require further attention and will be reported more fully through the EAP.	05-06 Target Level 2 Achievements Report completed on first Equality Action Plan for employment and service delivery. Staff Attitudes report set baseline on perceptions Public consultation on equality priorities RES 2005-7 published Steps taken to progress Equality Steering Group as equality objectives reporting point, with recruitment of new members underway Training for Equality Impact Assessments and further public consultation planned. Statistics on racially motivated fire prevention produced/reported	N/A	Red	Amber	Green	Should meet target

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.21	BVPI 16-Employees declaring that they meet the Disability Discrimination Act 1995 disability definition compared with the percentage of economically active disabled people in the Authority	New indicator	2.5% or 9 non-ops people	Director of HR	Current number 9 non-ops staff 2.49%	Indicator in two parts: a. 0% wholetime disabled 3.13% non-uniformed / Control b. 20.89% population in Merseyside with long term illness.	N/A	Green	Green	Green	On Target

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.22	BVPI 17 - % (no.) uniformed staff from minority communities	2003/4 2004/5 1.2% 1.4%	1.60%	Director of HR	No change in actual numbers; next recruitment planned for Jan 2006 should have an impact.	Indicator in two parts: a. 2.13% wholetime, retained and control. B. 2.09% As per last Best Value Plan.	N/A	Green	Green	Green	On target

No	Project / Activity	Methodology / 5 year target		Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
		2004/5 (Tar)	2004/5 (Act)					1st	2nd	3rd	4th	
4.23	BVPI 11a - % of Top 5% of earners who are women	2004/5 (Tar) 1.8% (2 posts)	2004/5 (Act) 2.44% (3 posts)	3.66% (3 posts)	Director of HR	No change in actual numbers.	No change in actual numbers due to no recruitment at this level. Target will not be met as though is no further recruitment planned for this year	N/A	Red	Red	Red	Target will not be met.

No	Project / Activity	Methodology / 5 year target		Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
		2004/5 (tar)	2004/5 (act)					1st	2nd	3rd	4th	
4.24	BVPI 11b - % of Top 5% of earners who are from minority communities	0.62% (1 post)	0	0.62% (1 post)	Director of HR	No change from previous quarter	No change in actual numbers due to no recruitment at this level. Target will not be met as though is no further recruitment planned for this year	N/A	Red	Red	Red	Target will not be met.

No.	Project / Activity	Methodology / 5 year target		Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
		(tar)	(ach)					1st	2nd	3rd	4th	
4.25	BVPI 11c- % top 5% earners who are disabled:	2004/5 0.62%	2004/5 0	0.62%(1 post)	Director of HR	<p>No disabled earners in the top 5% as yet</p> <p>Work continues to attract a wide variety of applicants for vacancies.</p> <p>No change from previous quarter</p>	<p>No change .</p> <p>Removal of Disability Discrimination Act (DDA) exemptions on firefighters, opens possibilities to middle, senior and principal officers who would fall in this salary range.</p>	N/A	Red	Red	Red	<p>Not on target however due to the removal of DDA there is now more scope to see movements towards this target in future.</p>

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.26	BVPI 210 -The % of Women Firefighters	New indicator 2004/5 1.9%	2.10%		No change as yet, recruitment planned.	1.92% Although the percentage has decreased slightly, actual numbers of women continue to increase. 1 firefighter taking 12 month career break.	N/A	Green	Red	Red	Figure will be likely to increase when the new trainee course commences

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.27	BVPI 150 Accounting Team In setting a balanced budget, ensure that the expenditure per 1000 head of population falls towards the average expenditure per head of population for other Metropolitan Authorities and the Council Tax (Band D) falls towards the average Council Tax (Band D) for Metropolitan Authorities (Local Indicator)	To be at or below the average cost per head of population and at or below the average council tax (Band D) for Metropolitan Authorities By maintaining a staffing profile consistent with the aspirations of the IRMP Action Plan	<15% Head of Population <9 % Council Tax	Executive Director of Finance	The latest available comparative information on cost (per 1000) head of population is from 2002/03 (source CIPFA statistics 2004). The average of all metropolitan authorities (exc GMC where information was not available) was £40,689. Merseyside was £49,351, + 21.3%. CIPFA statistics 2005 are due out in November so progress will be available and reported in the third quarter.	2005 CIPFA statistics containing 2003/04 actuals are not yet available so no further analysis has been possible.	N/A	N/A	Amber	Green	The CIPFA statistics should be received in the fourth quarter so the promised analysis will be prepared.

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.28	BVPI 157 E-commerce Number of transactions conducted electronically as a percentage	* To renew the method of calculating the indicator *To recalculate proportion *To submit improvement plan to CLT and Authority	Sep 2005 Oct 2005 Nov 2005	Executive Director of Finance/ Director of Strategic Planning All CLT Responsible	The ESD toolkit has been introduced and is being updated to reflect MF&RS services and targets. From a Finance perspective all payroll transactions were made electronically in the second quarter. In the first half-year, of the 7681 invoice payments made, 7032 were made by BACS (91.55%) (can now split between quarters if required) 3rd qtr. Is on target.	Staff have now been trained using the ESD toolkit. The Merseyside Local Tree outlining areas that are applicable has now been devised. Work is on target however a covering report will be completed and submitted for approval, making this action point roll over into 4th quarter.	N/A	Green	Amber	Green	Covering report to be completed and submitted.

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.29 High	Station Service Plan produced for 2005/06 indicating Best value and Local performance indicator targets.	<p>Station Managers will report quarterly on progress made.</p> <p>Ensure services are delivered to hard to reach and at risk groups</p> <p>Work with Specialist Advocates</p> <p>Work with partnerships</p> <p>Develop plans for Heritage sites and exercise them at an appropriate frequency</p>	<p>Jun 2005</p> <p>Sep 2005</p> <p>Dec 2005</p> <p>Mar 2006</p>	All Station Manager	<p>Station Managers have submitted Station Updates.Please refer to Station Plan second quarter return.</p> <p>3rd Qtr on target</p>	<p>Station Service Plan 3rd quarter Updates submitted by Station Managers. This is a separate document giving detail to each individual stations targets.</p>	N/A	Green	Green	Green	4th Qtr on target

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.30	To minimise the % difference between original budget and final outturn	Five year target 2% maximum By effective budget preparation and monitoring	5% maximum	Executive Director of Finance	Original budget 2004/05 £73.7m Final Outturn £74.8m Increase 1.5%	No further comments required.	Green	N/A	N/A	N/A	No further comments required.

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.31	LPI 4 Staff injuries	Five year target 15% reduction. Staff awareness programs initiatives. Management involvement possible more use of intranet dependant on new computer system. Use of Review and update of forthcoming legislation. MORR on stations. Review of risk assessments introduction and employment of 1 new safety advisor. Update of staff Qualifications. 2003/4 155 2004/5 166	Target 2005/6 149	Director of Service Support	Figure for June 8. Total of 30 in 1st qtr. Current Accident statistics show a figure of 56 accidents from April to September 2005 For the same period in 2004 the figures are 81 accidents. The current percentage ration is a reduction of 15% Therefore this issue is on target, however figures can change New computer system is on target. Will visit Surrey Fire & Rescue Service on 5th October to review a system in use called WELLWORKER. If suitable will request tender for provision of system. MORR To be cascaded to ALL stations end November 2005 it will complete this issue as management of the system will be the responsibility of ALL Managers not Health & Safety Risk Assessments are an ongoing issue depending on tasks & Legislation New Safety Advisor now in	Current figures show 63 accidents from September to December 2005, compared to 42 for the same period in 2004. Although the current percentage ratio has increased by 50%. This rise is due to a significant number of RTC's, which has resulted in numerous injury reports being submitted. The number of fireground injuries have seen a decrease, but there have been increases in general injuries over all. This could be a result of general awareness of all staff of the importance of reporting injuries, for their assurance, safety and wellbeing. Awaiting confirmation of progress of new computer system. Management Of Road Risk (MORR) has not yet been cascaded to all stations. MORR will be given on the crew based training. Risk Assessments are on going.	N/A	Green	Amber	Red	Unlikley to be on target but is subject to variation. Awareness training days to be rolled out to Directors and Managers and cascaded to all staff. Please see 3rd quarter comments.

Organisation

To deliver an effective, modern and learning organisation

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.32 High	Development of a revised Complaints and Compliments Procedure	Review current procedure Identify improvements with regard to Charter Mark Award	Jun 2005 Jul 2005	Director of Service Support	1st qtr. Now complete. Discussion paper prepared. Planned progression meeting with Director of Strategic Planning taking place on 19th October 2005	Revised Complaints and Compliments Procedure Implemented. Action point complete.	Green	Amber	Green Complete	Green Complete	Action point complete.

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.33 Med	Introduction & Implementation of Attendance Incentive Scheme	* Identify suitable scheme * Identify finance * Introduce scheme & monitor statistics	Jul 2005 Aug 2005 Mar 2006	Director of HR	This Policy was approved by the Authority on 26th September 2005. Resources identified. Consultation is taking place with the representative bodies. Promulgated the draft Policy to Line Managers w/c 03/10. Attendance. The Attendance Incentive Scheme will go live 01/04/06	Consultation is still taking place with the representatives bodies. Policy went to Authority on 17-01-06, was deferred to next committee meeting. This should remain on track. Scheduled for implementation The service are now issuing updates on who remains in the Attendance Incentive Draw for the car.	N/A	Green	Amber	Green	On target The Policy is on schedule for going live 1/4/06, pending authority approval March 06

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.34 Med	Transfer of Central Staffing from MACC (plan commenced Sept 04)	* Staff training * Transfer	Jun 2005 Jun 2005 New target Nov 05	Director of Service Support	Report prepared. To be submitted to CLT.	Central Staffing transferred to Attendance Management for a 3-month trial period which commenced 1 st November 2005. (Weekdays only) Update on trial in 4th quarter	Amber	Amber	Green	Green	Report on trial of central staffing move to attendance management

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.35 Med	To undertake an active involvement within the IRMP program by identifying areas which require a Health & Safety input to ensure overall delivery of Health & Safety to all employees & the community	<ul style="list-style-type: none"> * Review the Management of Road Risk Policy * Identify a computer system for statistics COSHH risk assessments (in line with Legislation & ODPM) * Ensure that Safe systems of Work procedures are visited regularly to check for impact or events that happen nationally * Revise debrief policy to ensure Safe systems of work procedures are updated to reflect learning from incidents * Incorporate all safe systems of work into a comprehensive, structured, rationalised Health and Safety Management system 	May 2005 Nov 2005	Director of Service Support	<p>COMPLETED To be cascaded to ALL areas for implementation December 2005</p> <p>Under review but on hold due to BSC Audit</p> <p>Financial Support for Provision of computer system is now approved. Tenders to be sent out mid October 2005 for installation by February 2006.</p> <p>3rd qtr. Should be on target, see notes.</p>	<p>Decision made to prioritise work load. Action point on hold until completion of British Safety Council Audit. Due to take place March 06 . Training on hold until decision made on training roll out programme.</p> <p>Greater Manchester decided to withdraw from project. Resulting in decision being made to re-prioritise work.</p> <p>Work to be progressed in the 4th quarter.</p> <p>Tender being prepared, with view for installation by October 2006.</p>	Green	N/A	Amber	Red	Target will not be met, this year but will resume in 2006/7

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.36 Med	To award the new Occupational Health Contract (to commence 01.06.06). The new contract to account the potential damages to GP medical certification & development of procedure health initiatives. Budget implicates current OH Contract c£117K anticipate increase especially with medical changes, doubling of medical staff possible cost £150K+	<ul style="list-style-type: none"> * New specification for contract drafted due for agreement in September, including SLA * Advertise contact September 2005 * During October & November shortlist and presentations by prospective contractors * To review prices submitted Nov/Dec with Procurement Manager * Award of Contract January, 2006 * Induction of OH provider from February, 2006 	<ul style="list-style-type: none"> Sep 2005 Sep 2005 Nov 2005 Dec 2005 Jan 2006 Mar 2006 	Director of HR	<ul style="list-style-type: none"> Report approved in principal by CLT on 13/9/05, strategy is approved to continue towards self contained service Specification and adverts to be produced as next stage. 3rd qtr on target 	<ul style="list-style-type: none"> Specifications and Advertisements have been produced and circulated. Closing dates January 2006. Financial review in January, prior to evaluation and contract issue. 	N/A	Green	Green	Green	Anticipated target will be met

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.38 High	To implement the introduction of the non-uniformed skill job evaluation scheme	Pilot study of sample jobs Begin evaluation of all posts within the organisation	July 2005 Oct 2005	Director of HR	50% of posts evaluated. Work to scrutinise information provided by employees with line managers now being undertaken. 3rd Qtr. On target	Continual progress with Job evaluation with 60% of posts now processed. Work continues to scrutinise information with line managers as previous quarter report.	N/A	Green	Green	Amber	Evaluation will continue into 2006/07

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.39 Med	To develop further the work towards a paperless filing system with the usage of Scanfile for Personal Record Files and O.H. administration files	Transfer of current operational employee Personal Record files to electronic format.	Ongoing	Director of HR	Work continues with the addition of sickness records and disciplinary files to the process	On Target. Work continues as per previous quarter.	N/A	Green	Green	Amber	Scanning will continue into 2006/07.

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.40 Med	To improve the % of women amongst uniformed operational staff, and the % of ethnic minority representation	Five year target 200915% women 7% ethnic minorities Continue with targeted process by appropriate advertising, targeted community events and pre-recruitment support	Ongoing	Director of HR	Total 4,000 applications received. 287 (7.18%) applications from Women, 10 of which from ethnic minority groups.177 (4.43%) from male ethnic minority groups. Working towards recruits course in January 2006	Initial recruit course identified. Decision made to delay recruit course until new financial year. This means target will not be met. However, recruitment drives did attract interest from minority groups. Had the course commenced this year target would have been met.	N/A	Green	Red	Red	Target will not be met as course will not commence until 06/07. Please see 3rd quarter comments

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
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4.41 Very High	<p>Reduce sickness absence by the development of a cohesive Occupational Health Policy incorporating sickness reporting and Occupational Health initiatives introduced to proactively promote employees' healthy lifestyles.</p>	<p>5 Year Target 6.5 shifts Firefighters 5.4 shifts to MACC</p> <p>Introduction of new sickness reporting procedures in co-operation with Attendance Management. Utilising Occupational Health Nurse for 14 day reporting.</p> <p>Occupational Health lifestyles initiatives e.g. smoking cessation, healthy eating, and health advice clinics</p> <p>Coordinating all SOP's/Guidance Notes into cohesive policy document</p>	8 shifts / days for all staff	Director of HR	<p>The new absence and Attendance policy was ratified by Policy and Finance Committee on 26/9/05 and will now be implemented following 12 weeks consultation. The impact will then be assessed through statistical analysis</p>	<p>See Point 4.17, 4.18 & 4.33 (BVPI 12a&b)</p> <p>The new sickness reporting system is due to be introduced on 1/4/2006 and remains on target for this date.</p> <p>The OH lifestyle initiatives are ongoing with Health Advice Clinics being available for all staff.</p> <p>A health promotion is being offered in January 2006, in conjunction with Active Sefton.</p> <p>New arrangements for OH Medical Services commenced in June 2006 there will be greater emphasis on proactive Health Promotions.</p> <p>Employee assistance scheme is to be launched 01/02/06</p> <p>All OH SOP's are being reviewed as part of the preparation for the Health and Safety Audit</p>	N/A	Green	Amber	Amber	<p>Initiatives are on target although shifts lost are not.</p> <p>New Occupational Health Schemes are expected to assist in reducing shifts lost to sickness.</p>

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.42 Med	Mass Absenteeism. Virus/Pandemic. e.g. Exposure of large number of crew to chemicals	Review the existing controls in place for dealing with virus/pandemic alerts, with a view to integrating and enhancing them.	Mar-06	Director of HR	No action as yet	Latest information on Avian Flu published in OH bulletin October 2005. This links into Business Continuity Plan (4.67)	N/A	N/A	N/A	Amber	Reviews ongoing.

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.43 High	Improve financial monitoring by providing regular financial statements to CLT	<ul style="list-style-type: none"> * Design a suitable high level summary of the financial position * Develop and submit regular revenue position statements to CLT highlighting significant variances * Develop and submit quarterly capital position statements to CLT highlighting significant variances between programmed performance and actual performance 	<p>Apr 2005</p> <p>Mar 2006</p> <p>Jul, Oct, 2005 Jan 2006</p>	Executive Director of Finance	This is still not yet complete. It will be finalised in the third quarter.	<p>CLT receive copies of the quarterly Financial Review reports. In addition, CLT members receive detailed expenditure analyses in their own areas. However production of the proposed detailed report will be facilitated by the new FMIS & has therefore been deferred to 2006/07.</p>	Amber	Red	Amber	Red	This project has now been deferred.

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.44 Very High	Review arrangements for the provision of financial systems	<p>* Draw up a specification of requirements to take account of existing functionality and potential future development.</p> <p>* Review options to ensure the continuity of finance services (including payroll)</p> <p>* Enter structural arrangement with a preferred supplier for delivering of services from September 2005</p>	<p>May 2005</p> <p>Jul 2005</p> <p>Sep 2005</p>	Executive Director of Finance	<p>Evaluation of the proposed solutions inc demonstrations & meetings with suppliers commenced in July & completed in August. Scorecards were completed. An extension to the existing contract was agreed & licence issues settled. A Briefing Note was submitted to Management Board on 6 Sept & a report to P&F Committee on 26 Sept.. Approval was given by the Authority at this latter meeting to enter into a new contract & a site visit to the new contractor took place.</p>	<p>Approved by Authority 26th September. Contract negotiations commenced with preferred supplier 17th October, including detailed negotiation of the Service Level Agreement. Negotiations concluded 28th November and contract signed by both parties to run five years from 1st December 2005.</p> <p>Initial project planning meeting held with representatives of new supplier to prepare for the installation of core systems. Meeting with current supplier to prepare formal transfer of systems to the new supplier. Financial data exported from current supplier to new supplier, 7th December for testing purposes.</p> <p>Consultant was on site week commencing 19th December to commence conversion training to address key system differences arranged for New Year and a business case agreed to facilitate system testing. FMIS Project Management arrangements reviewed and agreed by Project Board, following formal training in PRINCE2 and Microsoft Project by key staff.</p>	N/A	Green	Green	Green	<p>Primary communications connection established between the Headquarters site and the new supplier's Data Centre in Gateshead. Conversion training delivered. Testing of e-Financials to be undertaken, problems identified and resolved with a view to "go-live" of both payroll and financial systems on 6th March 2006. Undertake workshops during February 2006 to prepare for the implementation of the Stores module and e-Procurement.</p>

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
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4.45 Med	Review workflow between Payroll and Personnel functions and establish the potential for in-house automation of processes	<p>* Determine the function of the various forms currently in use and relevant workflows to establish their suitability for relevant purpose.</p> <p>* Re-engineer workflows to remove any potential for duplication of effort</p> <p>* Design/develop on-line forms to automate payment processes</p> <p>* Pilot new process for 3 months with a view to migrating to the new arrangements from 1st April 2006</p>	<p>Apr 2005</p> <p>Oct 2005</p> <p>Dec 2005</p> <p>Mar 2006</p>	Executive Director of Finance	<p>This action has been delayed to await:-</p> <p>i) Purchase of new FMIS, inc payroll system</p> <p>ii) New Absence & Attendance module</p> <p>iii) Review of workflow within HR</p> <p>Finance staff will be involved in the latter part of iii), probably in the fourth quarter, which will help to facilitate this Action. Timescales will be updated after third quarter.</p>	<p>The HR Review is in progress.</p> <p>Stage 1, Scoping Exercise, is complete.</p> <p>Stage 2, Process Analysis & Evaluation exercise timetabled for end of January (4th quarter).</p> <p>Due to the dependencies on other projects, this project will not meet it's target for 2005/06.</p>	Red	N/A	Red	Red	<p>Progress will be reviewed in 4th quarter but the project will not meet it's 2005/06 target</p>

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.46 Med	To undertake a comprehensive review of expenses and the various methods of making and paying expense claims and to produce an on-line guidance in respect of claimable expenses and design an appropriate on-line claim form	<p>* Determine the range of claim forms currently available within the Service together with the relevant expenses</p> <p>* Rationalise the number of claim forms into a single form and pilot its use at an appropriate location</p> <p>* Review the various methods of making payment in respect of expenses</p> <p>*Write up guidance Note/Procedural document (including expense rates) and make available on the intranet.</p>	<p>Jul 2005</p> <p>Sep 2005</p> <p>Nov 2005</p> <p>Dec 2005</p>	Director of Financial Planning	<p>The first meeting of the project team took place in this quarter It is not proposed to carry out any further work on the design & implementation of an on-line claim form in the short term as the newly ordered FMIS has an integral expenses module & the functionality of this module needs to be ascertained rather than carry out potentially abortive work now. It is proposed that this work is rescheduled to Q1 & 2 2006/07</p> <p>.It is, however, intended to reconstitute the working party in the third quarter with a view to carrying out preparatory work inc looking at details of expenses payable.</p>	<p>The Working Party was reconstituted in the 3rd quarter. Work continues to look at areas that require attention, advice & instructions to Station Locality Managers & Station Commanders will be issued on an ad hoc basis as a result.</p>	N/A	Red	Amber	Amber	<p>Work will continue in the 4th quarter with a number of meetings scheduled & work will begin looking at the Expenses module on the new FMIS.</p>

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
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4.48 High	Ensure all agreed Internal Audit recommendations are implemented appropriate to level of priority specified by Audit	5 Year Target Implement all recommendations within 21 days Quarterly financial review report submitted with Authority	3 star recommendations within 60 days 2 star within 90 days 1 star within 120 days	Director of Financial Planning	2 Internal Audit reports have been received in the 2nd quarter. One, on Transport & Plant has 3 recs. The 2* rec has been finalised and the 2 1* recs have agreed target dates of Dec 05 & Apr 06. The other report, on Petty Cash has 6 recs (1 3*, 2 2*, 3 1*) & a response to these recs will be formulated in the 3rd quarter. In respect of the 2 outstanding 2* recs detailed in the first quarter review, one has now been finalised but the other cannot be implemented as it proposes to vary a national agreement.	6 Internal Audit reports were received in the 3 rd quarter with a total of 39 recommendations (18*, 18**, 3***). Work is ongoing to timetable all the appropriate action and all should be completed within the time limits. In respect of outstanding recommendations from previous quarters due for completion in the 3rd quarter, all have been completed except one *** in respect of petty cash. This requires a new electronic form which will be implemented as part of the new FMIS.	N/A	Green	Green	Green	Will report further in 4th quarter on progress on actioning 3rd quarter recommendations.

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.49 High	To increase the number of P.Card transactions to streamline the Purchasing process	5 Year Target 40% Production of a local performance indicator to compare performance over accounting periods	To increase from 5% of all transactions under £250 to 15%	Executive Director of Finance	Process now available awaiting direction from Financial director implementation will take approximately 8 – 12 weeks	The new FMIS will have P.card functionality inbuilt. The Cedar consultant is looking into the practicalities with a view to introducing P.cards on a trial basis in the near future.	N/A	Amber	Amber	Amber	Further updates will be given in the 4th quarter.

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.50 High	Develop corporate image by adaptation of uniform across the cultural and gender elements of the workforce to display a consistent image to the public	Identify religious and Cultural needs and provide uniform to individuals/groups based on these needs	Ongoing	Director of Service Support	Corporate image of Service will be displayed to public whilst also meeting the cultural needs of the individual (PPE ProjectMFRS/5/15) On Hold awaiting outcome of Integrated Clothing Project	On hold until guidance received from Integrated Clothing Project. This project is being run by Firebuy	N/A	Amber	Amber	Amber	Progression report to follow in 4th quarter

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
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4.51 High	To integrate all aspects of the environmental Management system into the routine activities of the organisation - based around the continual improvement cycle (ISO14001) and working towards the European Standard (EMAS) Eco-Management Audit Scheme	LA EMAS Accreditation * 14001 Audits * Carbon Trust * Travel Plan * Energy efficiency audits (BVPI180)	Mar-06	Director of Service Support	The second independent audit of the Environmental Management System was undertaken in May this year by NQA. The day to day running of the system has been passed to Health & Safety Department.	All aspects of the system have been brought under the scope & control of the Environmental Steering Group.	N/A	N/A	N/A	Green	On Target

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
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4.52 High	Continuous personnel and organisational development strategy to meet Regional training and Service objectives, and to create a flexible and high performing workforce	* Identify individual and leadership potential	Jun 2005	Director of Training and Professional Development	Tender process begun anticipated implementation date Jan 06	Contract to be awarded Feb2006 SLA to be presented to CLT on 24/1/06 Work completed on evaluation of training Completed . Managers to be trained in process and SLA in Feb 06. To be presented to CLT	Green	Green	Green	Green	On target
		* Provide bespoke development programmes	Aug 2005		SLA to be presented which formulises the identification of needs						
		* Develop performance measures	Jun 2005		Work completed on evaluation of training						
		* Meet equality of opportunity expectations	Mar 2006		Restructure creates organisational development manager to determine training planning						
		* Make best use of strategic reserve	Mar 2006								
		* Introduce protocol where all training and development needs are processed centrally	Jun 2005								
		* Audit mechanisms for internal/external training provision	Feb 2006								
		* Quality Assurance	Mar 2006								
* Alignment with national Workforce Development strategy	Mar 2006	Draft workforce development strategy produced									

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
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4.54 High	Introduce a learning and development strategy to facilitate the implementation of e-Government	<ul style="list-style-type: none"> * Training needs analysis via line manager * Investigate most appropriate methods of delivery * Develop performance measures * Develop programmes to meet equality of opportunity * Quality Assurance 	Mar 2006 Jun 2005 Sep 2005 Sep 2005 Mar 2006	Director of Training and Professional Development	Phased roll out of 45e-learning training packages aimed at FF level (To be completed by Dec 05) E- learning authoring capability available. Training underway. Learner content management system identified. Proposal to be submitted to ICT steering group. Oct 05.	Completed. To be placed on intranet Jan 06. Dates for training established. ICT approval. Report Re learner content management system prepared and submitted to CLT for approval					On target

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
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4.55 Med	Contribute to the production of a regional training strategy	Through collaboration and co-ordination through: * North West PODWG * North West Training & Prof Development Managers Group	Mar 2006 Mar 2006	Director of Training and Professional Development	Ongoing. Officers contribute to both forums. July 2005 one officer is to commence a 6 month project to drive forward a regional training strategy	With effect from December 05, the Regional Training Strategy's focus is upon the production of Regional Recruit Training, delivered & managed regionally. Available for use 1. 6. 06 Project in initiation phase.	N/A	N/A	N/A	Green	On target.

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.56 High	Development of electronic trading methodologies	Development and implementation of e-trading methodologies Fill rollout of p cards e-catalogues e-financials package	Date May/Aug now Nov 05 Mar 06	Executive Director of Finance	Subject to the availability of the new FMIS system (and financials). Estimate commencing 06/07 financial year	As reported in the previous quarter, this is subject to the availability of the new FMIS system. E-catalogues will be available with the implementation of the procurement construction within the FMIS system. This is estimated to commence May 06, with a live date of August	N/A	N/A	Red	Red	This action point will carry over to 2006/07 due to reliance on new FMIS

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.57 Med	Develop collaborative initiatives already in progress with LFRS. To include other NW Fire Authorities	Restructure of existing MFRS procurement Dept (ie. Comm / Operations / management) to include service to LFRS (underway). Model to be offered to other NW Authorities.	Apr 2005 Sep 2005 Mar 2006	Director of Procurement	Restructure now in place. Awaiting outcomes of 1. CFRS Response to Best Value ReviewPNC Consultants are to commence a Regional Review of procurement Oct 05. Head Manchester F&RS	Restructure Complete.	Green	Amber	Green	Amber	Model not gone out to other North West Authorities, as this has been superceeded by GMC carrying out Regional Review.

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.59 Med	Training and development and procurement awareness	Delivery of procurement training seminars including training packages to all managers * Across MFRS * Regional	Dec 2005 (MFRS) Apr 2005 (LFRS)	Director of Procurement	1st qtr target now met. 1 member of staff has commenced CIPS course. 2 new undergraduates now started. Both are fully CIPS Accredited.	Course deferred due to conflicting commitments. Learning will resume via another route Will deliver to MF&RA / LF&RS the purchasing course / seminar as per N.Staffs. DC by June 06. Officers and 2 members to be invited.	Green	Green	Amber	Amber	Training Course / Seminar scheduled for June 06.

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.60 Med	Professional Qualifications - Procurement	5 year target 2 senior staff Encourage CIPS qualification	Sep-05	Executive Director of Finance	1 member of staff has commenced CIPS course Anticipated that the other will commence the course during the new calendar year.	Course deferred due to conflicting commitments. Learning will resume via another route.	N/A	Amber	Amber	Amber	Awaiting results. On hold at present will resume later in year. Update to follow in 4th quarter

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.61 High	Crew level maintenance team	Set internal PI's to measure effectiveness of team with regard to overall attendance levels	Sep-05	Director of Service Support	<p>Crew level maintenance Team not yet implemented.</p> <p>Currently in third week of consultation with FBU.</p> <p>This action point is directly linked to rank to role, which has been delayed due to national negotiations.</p>	<p>Crew Level Maintenance Team implemented 1st January 2006.</p> <p>LPI's to be discussed with Performance Manager.</p>	N/A	Red	Green	Green	On target.

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.62 High	Implementation of E. Govt. I.T. Linked to 4.74, 4.75, 4.78	To continue to increase the number of transactions carried out by electronic means to meet cost of target 100%	Dec-05	Director of Strategic Planning	The ESD toolkit has been introduced and is being updated to reflect MF&RS services and targets. See 4..28	Staff have now been trained using the ESD toolkit. The Merseyside Local Tree outlining areas that are applicable has now been devised. Work carried out is on target however a covering report will be completed and submitted for approval, making this action point roll over into 4th quarter.	N/A	N/A	Amber	Green	Covering report to be completed and submitted.

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.63 High	Programme and Project Management Systems To develop bespoke programme and management systems to be used throughout the organisation	<ul style="list-style-type: none"> * Develop new systems * Establish monitoring procedures * Monitor/manage project management * Establish a change control process 	Jun 2005 Jun 2005 Sep 2005 Sep 2005	Director of Strategic Planning	Process maps designed and training in PM commenced. Further review required to align with PM policy. Finalisation of Project Management process will inform change control process. Therefore Proposed new target set for Change Control Process, Mar 06 New Templates to be developed, for use on Intranet, once Process maps and templates have been tested and signed off.	Process maps developed and to be used as part of proposed project Management Training to start early 06. Monitoring process is in use and monthly reports are ongoing for all projects. Project management now becoming embedded within MFRS , training for all IRMP action point owners (See above). Change control process will be introduced once all Project management Training has been completed.		Amber	Green	Green	Due for completion this financial year.

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.64 Med	Develop and implement Information Management Systems (ICT Links)	* Review current arrangements * Develop new systems * Install new systems	Sep 2005 Dec 2005 Mar 2005	Director of Strategic Planning	A strategic group has now been set up to support the strategic development of Information Management Systems. A process for the initiating and development of new systems has also being agreed. Two workshops for Document/ Records Management have taken place. A requirements catalogue has been written. Discussions are ongoing with procurement. 3rd qtr is on target.	Draft Knowledge and Information Management Strategy to be submitted to CLT early 2006. Further work ongoing with government partner (Knowsley MBC) who are striving to work together on joint initiatives such as development of Information Management Systems. There is now a business approach to initiation of all Information Management Systems through the Lets Go meetings	N/A	Green	Amber	Amber	Exchange Server should be installed March 2006. Therefore new systems should be installed in the following financial year.

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.66 High	To review the options for telephony provision within Districts	Review Marconi report Recommend to CLT Authority	March 2005 April 2005 May 2005	Executive Director of Finance	Plan revised due to new requirements for Resilience of Mobilising Systems. Report to CLT Jan 06.	Report to CLT 4 th Nov 05 gave overview of options. CLT authorised preparation of bid by Marconi. Further report on completion of bid activities in March 06	Amber	N/A	N/A	Green	Telephony review report to CLT in March 06

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.67 High	To implement and maintain corporate Risk Management and the Risk Register	To develop a system to implement and manage the services risk register	Sep-05	Director of Strategic Planning Executive Director of Finance	Risk Register standard item on every CLT. Risk owners and action owners have been identified. Monthly update from Directors (Risk Owners) and Action owners. Risk Register Action complete	Risk Register now on Public folders, Risk Management Group meets on a regular basis to update and review current risks to MFRS	N/A	Green	Green	Green	Risk Register Action Complete
		To develop disaster recovery systems. Including IT Systems			Internal Audit commissioned to identify BCP inherent in Organisation. BCP Project Team established. Corporate BCP to be developed and written, District Managers are to produce BCP for 5 Districts, to be included into Corporate BCP. Report to CLT to be produced.	Business Community Management (BCM) Document produced, with Directors of Strategic Planning & Operational Planning to review. Aide memoire being developed to assist managers to produce departmental Business Community Plan (BCM). Once BCM documents are agreed (by CLT) , then formal process of producing BCP for each department will commence.		Amber	Amber	Green	On Target

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.68 High	To develop multi-agency information sharing networks.	* Build on the FRS involvement with information sharing through central JAG to ensure links are maintained * Develop information sharing protocols	Sept. 2005 target now ongoing	Director of Strategic Planning	Initial work is completed. A presentation was given to MAG outlining the proposals for the development of multi agency work. Information sharing protocols have been devised and are now in operation with TIIG and one local authority. This is also being expanded to the Police. A review is ongoing in relation to existing information sharing, to safeguard and signpost current information sharing. Target now ongoing	A strategic (Merseyside wide) and operational information sharing agreement has been agreed by CLT. It is intended to seek Local Authorities, Police, and other key partners, endorsement to the the key principals of this protocol as well as informing MF&RA.	N/A	Amber	Green	Green	On target for 4th quarter.

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.69 High	Fire Reports and Data Input	To design improved methods of recording incident data and speeding up the processing of such data	Sep-05	Director of Strategic Planning	<p>The current electronic excel spreadsheet, with validation checks and improved automation is now in use at a pilot group of stations.</p> <p>Performance management, and training departments have been consulted (Training needs / performance management issue) as to the best way of ensuring that data is input correctly and accurately by the OIC.</p> <p>ODPM are proposing a replacement for FDR1, the National Electronic Fire and Rescue Service Incident Data Recording System. It has been proposed that MF&RS take part in this pilot. This will commence later in the year / next year.</p> <p>In the light of the above, it is not proposed to roll out the revised excel spreadsheet until the timescale of the ODPM project is known.</p> <p>Due to the involvement with the ODPM project this target is now ongoing.</p>	<p>Awaiting timescales from ODPM relating to the proposed Incident Recording System, which will replace the FDR1. Therefore the overall aims of this action point will roll over to 2006/07. An update on progress will be given in 4th quarter.</p>	N/A	Amber	Amber	Red	<p>It is not yet known what will be required from MF&RA. ODPM are aiming for an eight week pilot to commence during the summer 2006. Therefore this action point will not be complete within this financial year.</p>

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.71 Med	LPI 37 To quantify energy consumption in Service premises and set further targets for reduction	Five year target 20% Annual Savings to be made with energy saving capital Budget line plus carbon trust monies	5%	Director of Service Support	Analysis has shown that an overall reduction in energy usage of 20% is not yet achievable despite consistent efforts to do so. The current target relates to a 20% reduction in CO2 Omissions as a result of the energy conservation measure taking place regarding the Carbon Trust. It is proposed that a more realistic measure would be a 1% drop in total energy conservation for the whole Authority each year, making the new 5 year target 5%.	Energy consumption data is being quantified and a trial relating to actual Electricity used & recorded on Owl (e) is underway. Energy and CO2 savings are being recorded via Carbon Trust grant scheme.		Red	Green	Green	On Target for 5% target over 5 years. (see previous quarter report).

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.72 High	LPI 38 - Accreditation of an environmental management system to either BS EN ISO 14001			Director of Service Support	EMS ISO 14001, it is envisaged that when the Audit is performed in 2006 it will identify that the system has continually improved.	The Auditor has asked us to change the date of the next audit from May to July. This has been agreed and will ease the additional workload in complying with the British Safety Council five star award.	N/A	Green	Green	Green	On Target

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.73 Med	LPI 40 Undertake a sample audit of two personal, contract or Fire Safety enforcement files per month to monitor compliance with relevant legislation.	Archive files and recommend improvements.	Mar-06	Executive Director of Law & HR	System established and in operation. Reviews have included procurement files and HR files, with recommendations for systems improvements	Further reviews of files undertaken	N/A	Green	Green	Green	On target

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.74 Med	LPI 41 Recovery of legally recoverable debts within 12 months of reference to litigation services.	Pursue debtors by telephone, letter and court proceedings if necessary.	Mar-06	Litigation Officer	96% recovery of debts passed from finance in this quarter.	90% recovery of debts passed from finance in this quarter.		Green	Green	Green	On target.

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.75 High	LPI 42 The determination of all claims against the Authority within 90% of the claim value.	Assessment of value of claim, potential liability, defend legal proceedings where appropriate, negotiate settlements where appropriate.	Mar-06	Litigation Officer	Four Employer Liability cases were closed in the 2nd Quarter. One was within the 90% reserve. Two Public Liability cases were closed both were within 90 % of the reserve.	1 Employer liability case closed within the 90% of the reserve. No public liability cases have been closed.	N/A	Green	Green	Green	On Target

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.76 Med	LPI 43 Provision of a legal update to CLT (and the Authority), in respect of political and actual legal developments on a quarterly basis.	Provision of legal updates	Mar-06	Executive Director of Law and HR	Further updates submitted to CLT, eg pensions regs, new age discrimination regs, draft TUPE regs. Also several reports to the Authority including the above.	Further updates provided as and when appropriate eg. Disability Discrimination.	N/A	Green	Green	Green	On target

No	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	3rd Quarter Report	Traffic Light				4th Quarter Preview
							1st	2nd	3rd	4th	
4.77 Med	Software escrow to protect software application source code	Determine whether escrow agreements are in place for all business critical items of software	Mar-06	Executive Director of Finance	N/A	<p>National Computer Centre (NCC) are Escrow agent.</p> <p>Agreement 33088 in place for Mobilising System (Fortek).</p> <p>Exploring whether Sophtlogic have Escrow arrangements in place for other FRS.</p> <p>The requirement for Escrow agreements is considered when purchasing any new system with a substantial software content.</p>	N/A	N/A	N/A	Green	Sophtlogic Escrow Agreement by Mar 06

BVPI 12(a) Number of working days lost to sickness : Uniformed Staff

FIRE AND RESCUE SERVICE	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05
WEST YORKSHIRE	5.4	6.9	7.7	8.8	7.5	7.32
GREATER MANCHESTER	10	12.4	10.6	10.9	10.5	7.7
SOUTH YORKSHIRE	10.2	10.7	8.8	8.8	9.6	11.06
WEST MIDLANDS	11.1	8.6	8.7	10.4	10.6	9.84
TYNE AND WEAR	12.7	12.1	11.7	10.5	10.9	9.7
LONDON	13.3	12.1	12.2	13.6	13.4	10.86
MERSEYSIDE	10	9.1	11.2	10.6	10.9	10.12

BVPI 12(b) Number of working days lost to sickness : All staff

FIRE AND RESCUE SERVICE	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05
GREATER MANCHESTER	N/Av	12.6	10.7	11.3	10.9	8.8
LONDON	13.5	12.3	12.3	13.8	13.1	11.46
SOUTH YORKSHIRE	10.4	11	9.2	9.1	9.6	11.07
TYNE AND WEAR	13.3	13.1	12.7	11.5	10.8	
WEST YORKSHIRE	N/Av	7.5	8	9.4	7.9	7.87
WEST MIDLANDS	11.3	8.3	9	10.6	10.9	9.72
MERSEYSIDE	10.6	10.1	11.3	11	11.9	10.94

BVPI 142(ii) Property and vehicle fires

FIRE AND RESCUE SERVICE	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05
GREATER MANCHESTER	59.9	58.9	64.8	60.5	54.8	48.2
LONDON	30.1	29.9	29.9	26.8	26.2	23.55
SOUTH YORKSHIRE	41.1	39.5	43.8	49.1	47.4	39.99
TYNE AND WEAR	56.2	54.4	60	57.5	53	45.6
WEST YORKSHIRE	45	46.7	55.8	52.7	46.3	36
WEST MIDLANDS	49.9	47.4	50.1	46.6	43.3	36.41
MERSEYSIDE	60.6	59.8	61.1	59.6	56.6	50.72

BVPI 143(ii) Injuries from accidental dwelling fires

FIRE AND RESCUE SERVICE	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05
GREATER MANCHESTER	33.2	22.5	25.1	26.2	22	19.3
LONDON	12.8	11.6	12.2	12.9	11.3	10.94
SOUTH YORKSHIRE	9.8	11.5	13	9.8	11.4	11
TYNE AND WEAR	16.4	18.7	19.6	14.9	14.9	14.2
WEST YORKSHIRE	18.5	17.6	16.9	15.4	12.6	13.6
WEST MIDLANDS	13	9.2	9.2	10.8	7.7	7.6
MERSEYSIDE	31.9	28.7	24.9	14.18	9.4	12.68

BVPI 146 Number of calls to malicious false alarms not attended

FIRE AND RESCUE SERVICE	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05
GREATER MANCHESTER	2.6	2.3	2.5	2.3	2	1.71
LONDON	1.8	1.6	1.7	1.4	1.3	1.03
SOUTH YORKSHIRE	2.5	2.2	2.3	2.1	1.6	1
TYNE AND WEAR	1.5	1.2	1.2	1	0.9	0.7
WEST YORKSHIRE	1.3	1.3	1.4	1.2	1.1	0.9
WEST MIDLANDS	3.1	2	2	1.7	1.6	1.29
MERSEYSIDE	2.6	2	1.7	1.7	1.6	1.04

BVPI 149 False alarms due to automatic fire alarms per 1000 non-domestic properties

FIRE AND RESCUE SERVICE	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05
GREATER MANCHESTER	154.6	147.9	142.5	141.4	137.5	134.28
LONDON	174.6	180.8	184.2	183.2	183.4	116.19
SOUTH YORKSHIRE	112	120.5	126.3	124.7	118.1	119.3
TYNE AND WEAR	201.7	203.9	196.1	201.9	198.9	182.3
WEST YORKSHIRE	84.2	144.9	166.7	170.6	176.4	176.8
WEST MIDLANDS	96.4	107.1	107.9	118.5	133.5	143.4
MERSEYSIDE	159.3	157.3	146.4	124.8	165.2	158.46

BVPI 150 Net expenditure on the Fire Service per head of population

FIRE AND RESCUE SERVICE	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05
GREATER MANCHESTER	£31.50	£32.30	£34.20	£35.20	£37.20	£41.94
LONDON	£38.90	£39.20	£40.41	£42.40	£45.30	£51.46
SOUTH YORKSHIRE	£28.10	£30.10	£29.70	£32.50	£33.50	£37.08
TYNE AND WEAR	£37.70	£37.60	£40.30	£41.60	£43.80	£50.95
WEST YORKSHIRE	£28.90	£30.50	£30.70	£32.10	£33.90	£37.63
WEST MIDLANDS	£30	£31.30	£32.10	£33.70	£34.60	£36.25
MERSEYSIDE	£39.50	£41.60	£42.50	£44.10	£45.20	£53.62

BVPI 8 The percentage of invoices for commercial goods and services paid by the Authority within 30 working

FIRE AND RESCUE SERVICE	2000/01	2001/02	2002/03	2003/04	2004/05
GREATER MANCHESTER		82%	92%	78%	79%
LONDON	67.10%	76.50%	76%	90.60%	84.90%
SOUTH YORKSHIRE	98%	98.30%	97.80%	97%	94.70%
TYNE AND WEAR	94.70%	79%	89.50%		
WEST YORKSHIRE	91.70%	92.90%	94.10%	97.60%	98.50%
WEST MIDLANDS	94.40%	95.50%	95.10%	83.70%	86.61%
MERSEYSIDE	74%	92.70%	98.40%	99.80%	99.30%

Glossary

ACAS	Advisory Conciliation and Arbitration Service
ACFO	Assistant Chief Fire Officer
ADO	Assistant Divisional Officer
ADC	Assessment Development Centres
AFA	Automatic Fire Alarm
AFD	Automatic Fire Detection
AGM	Annual General Meeting
ALARM	Association of Local Authority Risk Managers
ASBO	Anti-Social Behaviour Order
AVLS	Automatic Vehicle Location System
BA	Breathing Apparatus
BCA	Basic Credit Approval
BVPI	Best Value Performance Indicator
BVPP	Best Value Performance Plan
CBT	Crew Based Training
CCTV	Closed Circuit Television
CDRP	Crime & Disorder Reduction Panel
CFO	Chief Fire Officer
CFOA	Chief Fire Officers' Association
CFS	Community Fire Safety
CIU	Chemical Incident Unit
CIPFA	Chartered Institute of Public Finance & Accountancy
CLT	Corporate Leadership Team
COMAH	Control of Major Accident Hazards
COSHH	Control of Substances Hazardous to Health
CPA	Comprehensive Performance Assessment
CPL	Combined Platform Ladder (aerial appliance)
CPP	Combined Pump Platform (aerial/firefighting appliance)
CRB	Criminal Records Bureau

CSO	Community Safety Officer
CVS	Council for Voluntary Services
DA	District Audit(or)
DCFO	Deputy Chief Fire Officer
DCU	Damage Control Unit
DO	Divisional Officer
DTI	Department of Trade & Industry
EDBA	Extended Duration Breathing Apparatus
EFAD	Emergency Fire Appliance Driver
EISEC	Enhanced Information Service for Emergency Calls
ELT	Executive Leadership Team
EPU	Emergency Planning Unit
ESG	Equalities Steering Group
FBU	Fire Brigades Union
FF	Firefighter
FIRST	Firework Incident Research & Safety Team
FMIS	Financial Management Information System
FOA	Fire Officers Association
FREE	Fire Reduction through Education and Engagement
FRS	Fire & Rescue Service
FS	Fire Safety
FSC	Fire Service Circular
FSEC	Fire Service Emergency Cover (modelling software)
FSIT	Fire Service Improvement Team
FSN	Fire Support Network
FSS	Fire Standard Spending
GIS	Geographical Information System
HazMats	Hazardous Materials
HFRA	Home Fire Risk Assessment
HFSC	Home Fire Safety Check
HMI	Her Majesty's Inspector(ate)
HMU	Hazardous Materials Unit

HR	Human Resources
HSE	Health & Safety Executive
ICCT	Incident Command & Continuity Team (now IMT)
ICT	Information Communications & Technology
IDeA	Improvement & Development Agency
IFE	Institute of Fire Engineers
IIT	Incident Investigation Team
IMT	Incident Management Team (formerly ICCT)
IMU	Incident Management Unit
IOSH	Institute of Safety & Health
IPDS	Integrated Personal Development System
IRMP	Integrated Risk Management Plan
IT	Information Technology
JAG	Joint Agency Group
JCP	Joint Consultative Panel
JE	Job Evaluation
KLOE	Key Line of Enquiry
LACDE	Local Authorities Confronting Disaster & Emergencies
LCC	Liverpool City Council
LF or LFF	Leading Firefighter
LFEPA	London Fire & Emergency Planning Authority
LGA	Local Government Association
LGV	Light Goods Vehicle
LLAR	Low Level of Activity & Risk
LPI	Local Performance Indicator
LSP	Local Strategic Partnership
MaCC	Mobilising and Communications Centre
MAG	Multi Agency Group
MFCDA	Merseyside Fire & Civil Defence Authority
MFRA	Merseyside Fire & Rescue Authority
MFRS	Merseyside Fire & Rescue Service
MIRWMS	Merseyside Ionising Radiation Warning & Monitoring System

MLRF	Merseyside Local Resilience Forum
MOU	Memorandum of Understanding
MRAS	Mersey Regional Ambulance Service
NAG	Neighbourhood Action Group
NEBOSH	National Examining Body for Occupational Safety & Health
NJC	National Joint Council
NNDR	National Non-Domestic Rates
NRF	Neighbourhood Renewal Fund
NVQ	National Vocational Qualification
NW	North West
OBC	Outline Business Case
ODPM	Office of the Deputy Prime Minister
OH	Occupational Health
OJEU	Official Journal of the European Union
Ops	Operational
ORC	Operational Resource Centre
OSU	Operational Support Unit
OT	Overtime
OWLe	Performance management software used by the Service
PA	Personal Assistant
PCT	Primary Care Trust
PFI	Private Finance Initiative
PH	Public Holiday
PI	Performance Indicator
PIMS	Performance Indicator Management System
POEST	Point of Entry Selection Test
PPE	Personal Protective Equipment
PPV	Positive Pressure Ventilation
PQAs	Personal Qualities & Attributes
PQQ	Pre-Qualification Questionnaire
PRIDE	Programme of Investment in the Development of Excellence
PSDA	Paradise Street Development Agency

PTV	Princes Trust Volunteers
PWLB	Public Works Loans Board
RAPID	Risk Assessed Programme for Incident Deployment
RCCO	Revenue Contribution to Capital Outlay
REPPAIR	Radiation (Emergency Preparedness & Public Information) Regulations 2001
RFI	Request for Information
RMB	Regional Management Board
RRO	Regulatory Reform (Fire Safety) Order 2004
RSG	Revenue Support Grant
SART	Search & Rescue Team
SCA	Supplementary Credit Approval
SDO	Senior Divisional Officer (Area Manager)
SFT	Small Fires Team
SFU	Small Fires Unit (was TRV)
SHQ	Service Headquarters
SLA	Service Level Agreement
SMART	Specific, Measurable, Achievable, Realistic, Time-bound
SMP	Safer Merseyside Partnership
SMP	Statutory Maternity Pay
SOP	Standard Operating Procedure
SORP	Statement of Recommended Practice
SRT	Special Rescue Team (now SART)
SSP	Statutory Sick Pay
STAMP	St. Helens Alternative Motor Programme
STC	Safety Training Centre
StnO	Station Officer
SubO	Sub Officer
TAP	Technical Advisory Panel
T&D	Training & Development
TFC	Training for Competence
TNA	Training Needs Analysis
TRV	Targeted Response Vehicle (now SFU)

TUPE	Transfer of Undertakings, Protection of Earnings
USAR	Urban Search & Rescue
UwFS	Unwanted Fire Signals
VFM	Value For Money
YIP	Youth Inclusion Programme
YOT	Youth Offending Team