



Second Quarter Review

Service Plan 2005 / 2006

Making Merseyside a Safer Community

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

Second Quarter Review October 2005

Purpose of Review

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

Recommendation

That performance against objectives for the second 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 circle - represents the successful achievement of an objective or performance indicator target, which had a completion date within that quarter.
-  Amber circle - represents partial achievement of an objective or performance indicator target, which had a completion date within that quarter.
-  Red circle - 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.
-  Each Circle contains a number corresponding to the quarter it applies to and a letter to represent the colour. Where a target failed to reach green light status in a previous quarter, the responsible officer is requested to report on the failed quarters target, as well as the current quarters target, until green light is achieved.

Previous quarters comments included for information.

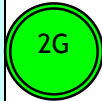
A brief description of progress is recorded alongside the traffic light, in the corresponding quarters column.



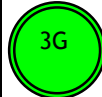
Any actions points that have been fully completed will be indicated.

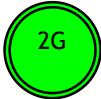
For further information please contact Helen Peek, Strategic Planning Ext 4407


No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
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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.

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	Employ 6 Advocates <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 	Apr 2005 May 2005 Aug 2005 Sep 2005 Mar 2006	Director of Community Safety	<ul style="list-style-type: none"> • Research Completed • Selection Process completed. • 3 x Disability Advocates Employed 2 Based at Old Swan CFS. 1 at C1 CFS. 3 x Drug/Alcohol Dependency Advocates appointed awaiting CRB Clearance based at Sefton CFS Netherton /Bootle	Drug/Alcohol Advocates started August 2005. Based @ Netherton /Bootle/CFS Sefton. Progress Report to Authority due 4th Quarter.		
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IRMP 1.3 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	<ul style="list-style-type: none"> 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 & Wallasey Expand 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	<ul style="list-style-type: none"> Southport PTV now delivering team 2 Croxteth maintains 18 young people Developing programme at St Helens and Toxteth Five LIFE courses booked by Kirkby Connexions, Restorative Justice Centre. Developed 1-day fire awareness to be delivered in partnership with Liverpool Connexions. Partnership established with the restorative Justice Centre delivering course for offenders and Community centre members 	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		On target
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	<ul style="list-style-type: none"> Produce specific list (via 'Blue 8') of the 300,000 properties in Merseyside that have not yet taken up the offer of an HFSC A number of properties were checked over 4 years ago and now need revisiting. Revisit strategy to be launched through partners / 	May 2005 Jun 2005 Mar 2006 Apr 2005 Jul 2005 Oct 2005 Jan 2006 Mar 2005	Director of Community Safety	<ul style="list-style-type: none"> Risk Management working with future FSD development to ensure that database can identify all aspects of non-HFSC properties. Re visit strategy in place (Feb 05) and HFSC being delivered by date and risk. MFRS targets of 4,000 HFSC per Calendar Month To date 	Fire Service Direct Interim measure in house at SHQ, following conclusion of contract with LOOP. Targets for HFSC being met. July - 4336 Aug - 4241 Sept - 4335 Totals for period April - sep05 = 25124	 	3 rd qtr. Is on target

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		Fire Service Direct. • Operational Fire-fighters or other relevant personnel to visit these houses; • 5 new partnerships (1 per district) to be launched with the specific aim of generating more HFSCs • The outcomes to be monitored by Performance Management	Mar 2006		April - 3540 May - 4353 June - 4319 TOTAL FOR 1ST QTR 12230			
1.8	LPI 7 60s+ Initiative: Deliver HFRA's - 6,000 (500 per month)	2004/05 Target 2004/05 (achieved) 6000 11654	2005/06 target: 6000	Director of Community Safety	<ul style="list-style-type: none"> • April /May / June totals stand at 1,905. • Dissemination of project to other brigades deemed an outstanding success. London Fire Brigade. Now developing project across 6 boroughs. • Our own work also now focussing on high-risk groups of young people. • Partnerships with LFC, EFC and St Helens RLFC now firmly established. • Consideration being given to devolving project to operational personnel. 	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.		

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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	84 per cent positive outcomes (employment or education)	Awaiting indicators from teams finishing in August. To be reported in 3 rd qtr.		

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BVPI 1.10

Best Value Pls

142(ii)- Property and vehicle fires (See appendix one : Comparisons)
 142(iii)- Accidental dwelling fires (See appendix one : Comparisons)
 Deprivation Factor - (142iii) (No. of accidental dwelling fires per 10,000 pop. Divided by average index of multiple deprivation of all wards in Merseyside) (See appendix one : Comparisons)
 143 (i)- Deaths from accidental dwelling fires (See appendix one : Comparisons)
 143(ii)- Injuries from accidental dwelling fires (See appendix one : Comparisons)
 144- Accidental fires in dwellings confined to room of origin
 146 (i) - Number of calls to malicious false alarms not attended per 1000 population (See appendix one : Comparisons)
 146 (ii) - The number of malicious false alarms
 149(i) - Number of false alarms due to automatic fire alarms (See appendix one : Comparisons)
 149(ii) - Number of properties with more than one AFA call per 1000 non domestic properties
 149(iii)- Percentage of AFA calls which are to a property with more than one attendance
 206(i) - Number of deliberate primary fires (excluding vehicle fires) per 10,000 population
 206(ii) - Number of deliberate primary fires in vehicles per 10,000 population
 206(iii) - Number of deliberate secondary fires (excluding vehicle fires) per 10,000 population
 206(iv) - Number of deliberate secondary fires in vehicles per 10,000 population
 207- Fire in non-domestic premises per 1000 non-domestic premises
 208-People in accidental dwelling fires who escape unharmed without FRS assistance at the fire
 209(i)- (% of fires attended in dwellings where) A smoke alarm had actuated
 209(ii)- A smoke alarm was fitted but did not activate
 209(iii)- No smoke alarm was fitted

INDICATOR (See alongside for definition)	APR- SEPT 2005(raw data)	APR-SEPT (Best value data)	APR-SEPT 2004	PERCENTAGE CHANGE ON PREVIOUS YR	TARGET	ON TARGET?	ESTIMATE FOR YEAR 2005/06	ACTUAL FOR 2004/05
BVPI 142(II)	2955	21.66	3594	-17.78%	7210	YES	5800	6919
BVPI 142(III)	672	11.34	677	-0.74%	1420	YES	1400	1475
BVPI 143(I)	6	0.44	5	-16.7%	10	NO	14	11
BVPI 143(II)	59	4.32	92	-35.87%	121	YES	121	168
BVPI 144	84.14%	N/App	92.03%	-7.89%	94.50%	NO	88.52%	93.98%
BVPI 146(I)	108	0.08	167	-35.33%	1796	NO	216	975
BVPI 146(II)	650	0.48	722	-9.97%	1790	YES	1535	1770
BVPI 149(I)	2167	55.0	2405	-9.9%	5320	YES	4350	6243
BVPI 149(II)	247	N/App	407	-39.3%	600	YES	600	872
BVPI 149(III)	39.07%	N/App	49.69%	-10.62%	25%	NO	39.07%	45.56%
BVPI 206(I)	478	3.5	657	-27.25%	1650	YES	1000	1858
BVPI 206(II)	951	6.97	1418	-32.93%	2990	YES	1960	2749
BVPI 206(III)	6639	48.67	6740	-1.5%	14835	YES	12200	12212
BVPI 206(IV)	100	0.73	125	-20%	159	NO	184	236
BVPI 207	307	2.25	401	-23.44%	740	YES	600	744
BVPI 208	96.13%	Data not	previously	recorded	25%	YES	96.13%	N/App
BVPI 209(I)	38.5%	N/App	32.27%	6.23%	42%	YES	42%	38%
BVPI 209(II)	16.13%	N/App	17.63%	-1.5%	15%	YES	15%	16.30%
BVPI 209(III)	45.37%	N/App	50.09%	-4.72%	43%	YES	43%	45.90%
LPI DEP	0.24	N/App	0.24	-0.74%	0.505	YES	0.498	0.527

BVPI 143(i) - Fatalities

By the end of September there had been one less fatality in an accidental dwelling than in the same period last year. Although this reduction is encouraging, this remains a volatile indicator that involves relatively small numbers. MFRS takes the responsibility for reducing the number of fatalities very seriously. Through analysing the causes of fatalities we refine our approach to prevention and protection. For example, the recent recruitment of Drug and Alcohol Dependency Advocates is designed to directly target some of those most at risk of dying in a fire.

BVPI144 - Fires confined to room of origin

For the first time this indicator is not on target. Performance dropped in July and August in "Medium" risk category areas. Performance was back to normal by September. Work will take place to determine why this change has occurred.

BVPI146i - Calls to malicious false alarms not attended

As reported in the previous quarter, this indicator is not delivering the expected performance. It is believed that this Authority's policy of challenging callers is affecting our results on this indicator because the total number of malicious calls (BVPI 146ii) continues to fall. If a caller is challenged by a control operator and the call is subsequently abandoned this no longer counts as a malicious call and therefore cannot be recorded as a "malicious call not attended". The implication is that this indicator is a victim of our success in challenging callers. As a result, it is proposed to amend the target for 2005/6 to 220.

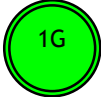


BVPI149(iii) - AFA calls to a property with more than one attendance

This is a new indicator for 2005/6. Performance has improved by more than 10% on the same period last year but the target set was very challenging. There is a strong focus on reducing all types of AFA calls on all stations and it is expected that this will continue to have the impact of reducing the numbers of such AFAs attended.

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.



No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview																				
1.11	LPI 2 - Percentage of 999 calls answered within 10 seconds.	2003/4 2004/5 2004/5 (Targ) (Ach) 96% 98% 97%	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.																						
1.12 see 1.4	LPI 3- Home Fire Risk assessments in domestic dwellings	26841 48000 27207	48000			April 3540 May 4353 June 4319 July 4336 Aug 4241 Sept 4335 <u>Total 25124</u> On target																						
1.13	LPI 5 - Economic Cost of Fire	<table border="1"> <thead> <tr> <th>INDICATOR</th> <th>APR-sep 2005(raw data)</th> <th>APR-sep Best value data)</th> <th>APR-sep 2004</th> <th>PERCENTAGE CHANGE</th> <th>TARGET</th> <th>ON TARGET</th> <th>ESTIMATE FOR YEAR 2005/06</th> <th>ACTUAL FOR 2004/05</th> </tr> </thead> <tbody> <tr> <td>LPI 5</td> <td>£18.6</td> <td>N/App</td> <td>£18.7M</td> <td>-.074%</td> <td>£39.2m</td> <td>YES</td> <td>£38.7m</td> <td>£40.8m</td> </tr> </tbody> </table>							INDICATOR	APR-sep 2005(raw data)	APR-sep Best value data)	APR-sep 2004	PERCENTAGE CHANGE	TARGET	ON TARGET	ESTIMATE FOR YEAR 2005/06	ACTUAL FOR 2004/05	LPI 5	£18.6	N/App	£18.7M	-.074%	£39.2m	YES	£38.7m	£40.8m		
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1.14	LPI 6- Accidental dwelling fires where a smoke alarm actuated	<table border="1"> <thead> <tr> <th>INDICATOR</th> <th>APR-sep 2005(raw data)</th> <th>APR- sep (Best value data)</th> <th>APR-sep 2004</th> <th>PERCENTAGE CHANGE</th> <th>TARGET</th> <th>ON TARGET</th> <th>ESTIMATE FOR YEAR 2005/06</th> <th>ACTUAL FOR 2004/05</th> </tr> </thead> <tbody> <tr> <td>LPI 6</td> <td>46.68%</td> <td>N/App</td> <td>46.25%</td> <td>1%</td> <td>52%</td> <td>NO</td> <td>49%</td> <td>48.40%</td> </tr> </tbody> </table> <p><u>Comments</u> Our performance in this indicator is improving slowly although not on target at this point in the year the considerable increase in HFSCs that has been demonstrated in the first half of the year and should continue to have a positive effect on this indicator. The BVPIs relating to smoke alarms are all currently on target.</p>							INDICATOR	APR-sep 2005(raw data)	APR- sep (Best value data)	APR-sep 2004	PERCENTAGE CHANGE	TARGET	ON TARGET	ESTIMATE FOR YEAR 2005/06	ACTUAL FOR 2004/05	LPI 6	46.68%	N/App	46.25%	1%	52%	NO	49%	48.40%		
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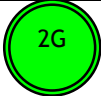



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1.15 Med	Following the agreed devolvement of Emergency Planning back to district Councils, form a new merged Planning Department taking in the present Operational Planning Department and the central Emergency Planning Staff	<ul style="list-style-type: none"> ✦ Produce a new structure and name for the department ✦ Implement changes 	Mar 2005 Jul 2005	Director of Ops Planning	Both departments merged into one Operational Planning & Policy Team. Central EPD staff transferred.	Action point complete.	 	
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	CFO	Regional collaboration has been referred to NW CFOA operations committee	The Strategic Plan that was considered at the North West Boards AGM in July and 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 be able to be obtained from MFRS democratic services in the third quarter.		The Review of NW strategic plan will be reported upon in this quarter.






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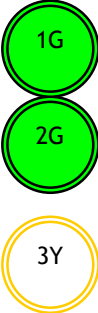



2. Emergency Response - To respond to all requests for emergency assistance with the level of resources appropriate to the risk.






IRMP 2.2 Med	Consider the feasibility of relocating Kirkdale and Low Hill Fire Stations to better serve the community as a consequence of the relocation of the City Centre Station.	Identify possible locations and interrogate the GIS/FSEC systems	Sep 2005 (strategy to be complete)	Director of Strategic Planning	Process Evolution has undertaken extensive analysis of station locations versus incident data, including both Kirkdale and Low Hill. A possible new location for Low Hill has been identified within a Kensington New Deal proposal. Deliberations continue.	Following examination of analysis, the location of both Kirkdale and Low Hill Fire stations has been supplied to Director of Service Support Action Point Now Complete		
IRMP 2.3 Med	Consider alternative means of providing 24 hr fire cover at LLAR designated stations (low level of activity & risk). These to include part-time working/job share/overtime etc	Identify relevant stations. Consult GIS/FSEC. Determine levels of interest in alternative work patterns	Sep 2005	Director of Strategic Planning	Heswall will be the pilot location for an alternative crewing system, which incorporates a hybrid system of both day crewing and retained crewing. The written proposal is currently being prepared for presentation to FA and subsequent consultation.	Fire Authority approved proposal with regard to LLAR stations. Consultation period of 12 weeks 26 th September 2005 commenced. Action Point Now Complete		




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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 2005	Director of Strategic Planning	Initial work has begun in researching the extent and frequency of Ward boundary changes. Turnout patterns are to be mapped to create a footprint of a stations actual operational coverage. Consultation with Station Commanders to determine established links with Ward councillors and local community groups, particularly in those stations whose areas intersect more than one District. Consider impact on management information, reporting procedures and the 7(2)d process.	A Project Initiation Document has been devised. All ward boundaries are now within Blue 8, and are up-to-date. Work is now taking place to review how this impacts upon management information. Discussion to take place with District Commanders and others re changes and implications. 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.		3 rd qtr. is on target.
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 2005	Director of Strategic Planning	The 4 & 4 trial will commence during the 3 rd quarter. Parameters have been established by Risktec Consultants and will be closely monitored. Data collection will be monitored by IMT and final analysis undertaken by Risktec.	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.		


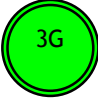
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IRMP 2.10 High	Develop a Foam Deployment Strategy	<ul style="list-style-type: none"> ✦ Design & procure Foam tanker. ✦ Agree foam strategy & implement ✦ Introduce new foam delivery system 	Dec 2005 Aug 2005	Director of Service Support	Foam strategy under review pending technical issues with current foam production capability	MFRS to trial new foam delivery system, to fulfil strategy, which would allow carboys to be used for foam strategy.	 	3 rd qtr. Is on target
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.	<ul style="list-style-type: none"> ✦ Consider the possible options ✦ Consultation on options ✦ Implement 	May 2005 Jul 2005 Aug 2005	Director of Training and Professional Development	Options considered, agreed that the retained hybrid was appropriate. CFO/107/05 approved by Authority. 12-week consultation commenced. Implementation will now be beyond this period (19.9.05)	<p>Consultation re Birkenhead aerial now completed 16th Sept, Authority approval to move as soon as practicable</p> <p>Consultation now commenced for Eccleston and Southport CFO/199/05 Refers</p>	 	



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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.	<ul style="list-style-type: none"> ✦ Audit and review the Search and Rescue Team co-responder trial. ✦ Consult and agree the extension of the scheme based on historical data from MRAS. ✦ Agree MOU to cover the extension of the scheme ✦ Provide, in partnership with MRAS additional defibrillators for use by Fire Service personnel ✦ Work with MRAS to provide necessary training in the use of defibrillators. 	<p>May 2005</p> <p>Jul 2005</p> <p>Sep 2005</p> <p>Sep 2005</p> <p>Oct 2005</p>	Director of Ops Planning	<p>Audit and review complete. Report submitted to Fire Authority no. CFO/126/05. Extension to scheme agreed by Fire Authority 23/6/05. Report to be submitted detailing extension.</p> <p>Preliminary discussions have taken place with MRAS and they are in agreement. Awaiting Fire Authority approval for locations.</p> <p>Preliminary discussions have taken place with MRAS and they are in agreement. Awaiting Fire Authority approval for locations.</p>	<p>Additional report re Marine Rescue Unit has been submitted and agreed.</p> <p>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.</p>	 	3 rd qtr is on target
IRMP 2.13 High	Review success of Small Fires Unit (SFU) following trial period and if appropriate extend it to other areas	<ul style="list-style-type: none"> ✦ 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. 	<p>May 2005</p> <p>Jul 2005</p> <p>Oct 2005</p>	Director of Ops Planning	Report in progress.	<p>Initial report submitted to CLT.</p> <p>Additional report to be submitted to the Fire Authority.</p>	  	This is at the discretion of the Principal Officers.


No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
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.	<ul style="list-style-type: none"> ✦ Benchmark against services of a like nature and size ✦ Set parameters of review ✦ Carry out review and produce report jointly with region 	<p>May 2005</p> <p>Jul 2005</p> <p>Oct 2005</p>	Director of Ops Planning	Draft report re future Senior Officer Cover submitted to the Principal Officers. Report has been approved and will be presented to the Fire Authority in due course. Regional issues to be discussed within CFOA.	Report to be presented to the Fire Authority on 11/10/05. CFOA NW Working Group being formed.		MFRS item to be submitted to Fire Authority 11/10/05. Regional issue still at the inception stage.
IRMP 2.15 High	Audit and review number of malicious false calls following the implementation of the Hoax calls Challenge SOP	Set up database to record details of call by generic area	May 2005	Director of Ops Planning	Briefing paper produced and database set up. Review to take place.	Action point complete		
IRMP 2.16 High	Work with other agencies to develop a Major Emergency Response and Recovery Plan	<ul style="list-style-type: none"> ✦ 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 	<p>Jul 2005</p> <p>Sep 2005</p> <p>Feb 2006</p>	Director of Ops Planning	Preliminary discussions taking place.	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.		
IRMP 2.17 Med	In partnership with District Councils, develop protocols to reduce the number of non life threatening incidents we attend	<ul style="list-style-type: none"> ✦ Preview non life threatening calls attended ✦ Sift out calls attended on behalf of District Councils ✦ Discussions with District Councils to agree protocols on attendance at non life threatening incidents 	<p>May 2005</p> <p>Jun 2005</p> <p>Dec 2005</p>	Director of Ops Planning	<p>Audit taken place.</p> <p>Analysing results.</p> <p>No discussions or decisions taken place.</p>	Report to be compiled and submitted to Director of Operational Planning for onward transmission to CLT.		3 rd qtr is on target, providing CLT agree the recommendation.

No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
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.	<ul style="list-style-type: none"> ✦ 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	Analysis in progress. No action taken at this time.	Report to be compiled and submitted to Director of Operational Planning for onward transmission to CLT	 	3 rd qtr is on target, providing CLT agree the recommendation.
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.	<ul style="list-style-type: none"> ✦ Research the necessary specialist roles to enhance the teams capabilities ✦ Identify suitable personnel to enter into partnership with and provide necessary training 	Jun 2005 Sep 2005	Director of Ops Planning	This area is still being investigated.	Specialist generic roles researched. Identification of suitable personnel to be reported to CLT.	 	
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) 	Jul 2005 Aug 2005 Mar 2006	Director of Service Support	Software package being used to determine ergonomically suitable stowage	This process is now an integral part of the procurement of operational appliances and equipment.		


No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
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.	<ul style="list-style-type: none"> ✦ 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	Chassis already purchased. 2 CAFS fitted appliances in build at TVAC, further 4 with water relay facility planned for build at TVAC mid to late 2005.	Appliances have been purchased. Bollarding of stowage and equipment in progress.		
IRMP 2.23 High	Evaluate the trial of CCTV on appliances and if appropriate install on further vehicles.	<ul style="list-style-type: none"> ✦ Identify risk areas ✦ Expansion of deployment/installation 	Jul 2005 Mar 2006	Director of Service Support	Report provided for CLT-12/7/05 request for quotations now issued. Project number mfrs05/0053	Request For Quotations are being evaluated at present. (MFRS/5/53)		
IRMP 2.24 High	Reassess requirements for extended duration breathing apparatus (EDBA).	<ul style="list-style-type: none"> ✦ Determine operational risk ✦ Procurement of new equipment. 	Nov 2005 Jan 2006	Director of Service Support	Request for quotations completed- evaluation of submissions underway	Order placed for new equipment (MFRS/5/50)		3 rd qtr. Is on target.

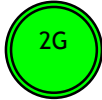
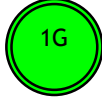

No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
IRMP 2.25 Very High	Based upon the risk profiling work we have carried out we intend to set revised standards of intervention with respect to fire risk; <ul style="list-style-type: none"> High risk - first attack within 5 minutes with additional support within 8-10 minutes. Medium risk - first attack within 6 minutes with additional support within 9-11 minutes. Low risk - first attack within 7 minutes with additional support within 10-12 minutes These to be achieved on 85% of occasions	<ul style="list-style-type: none"> Research locations of stations in relation to response times Category risk map evolving Definitive response standards. Process Evolution: conducting analysis of station locations. RISKTEC will formulate appropriate proposals Preparatory work for IRMP 3	Jun 2005 Sep 2005 Dec 2005 Ongoing	Director of Ops Planning	Comprehensive analysis of station locations undertaken. Risk map continues to evolve. Station locations to be deliberated upon.	Action continues in line with 1 st quarter. More dynamic risk maps being investigated. Current performance April to September: <u>High Risk</u> 82.88 % Average Attendance Times: 1 st Attendance = 4.35 mins 2 nd Attendance = 5.21 mins <u>Medium Risk</u> 86.48 % Average Attendance Times: 1 st Attendance = 5.02 mins 2 nd Attendance = 6.11 mins <u>Low Risk</u> 80.95% Average Attendance Times: 1 st Attendance = 5.21 mins 2 nd Attendance = 6.43 mins Overall average standards of fire cover = 85.2%	 	3 rd 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

No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
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 Community Safety	SOP due to be rewritten streamlining the system.	Following discussion with the District Mgt Group, Fire Safety Management Group will amend the SOP by the end of October 05.		
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 2005	Director of Ops Planning	No action taken at this time.	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		3 rd qtr not on target. This is being led by Cheshire

No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
2.30 Med	Review of total evacuation/disaster situation at MACC	<ul style="list-style-type: none"> ✦ Test total evacuation/disaster situation at Derby Road ✦ Review need for UPS at back-up control centre 	Sep 2005	Director of Ops Planning	Current SOP reviewed. Training given to MACC Personnel. Provisional dates set for tasks.	Current SOP reviewed and redrafted. Training of MACC personnel carried out. First exercise on 09/10/05. Three more exercises arranged before March 06.		


No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
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

2.31 High	<p>Control Rooms/Centres Fire and Rescue Authorities, through the Regional Management Boards, must:</p> <ul style="list-style-type: none"> ✦ 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 ✦ 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 ✦ Work closely with the Government to ensure that the timetable for rollout, and integration with the Firelink timetable, are achieved. 	<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 2008	Special Projects Officer		<p><i>Project not registered - Nationally driven Project</i></p> <ul style="list-style-type: none"> . ODPM has determined the role-out order considering implications around maintaining existing operational continuity. In certain cases an interim solution is required. . Role out Wave one: South West, North East, East Midlands . Wave Two: West Midlands, South East, North West, Yorkshire & Humberside, East of England, London <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> <ul style="list-style-type: none"> . The locations for the 5 RCC's were announced on 19th July 2005 North West: Lingley Mere Business Park, Great Sankey, Warrington, <p>The workload has been allocated across 5 workstreams: Cheshire: Convergence Cumbria: Accommodation GMC: Technology Lancs: HR Merseyside: Procurement</p>		
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

No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
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	Indications are that the year-end target of 1000 hydrants will be achieved. The reduction for the first quarter is 350. Mains rehabilitation schemes will continue to be risk assessed.	Ongoing. No statistics to report at present due to new software system being installed.		
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 2005	Director of Performance Management	2 nd 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.	 	

No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
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3. Business Continuity - To provide prevention, protection and after incident recovery services to businesses.


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.	<ul style="list-style-type: none"> ✦ Locate Fire Safety staff to a central location within Liverpool City Council Offices: ✦ Implement a 'Service Level Agreement' with Liverpool to turn round all planning applications & queries ✦ Provide extra Fire Safety Inspectors to deal with the volume of work being generated by 'regeneration Schemes ✦ Monitor projects and associated work streams throughout the year, providing support as necessary 	<p>Apr 2005</p> <p>May 2005</p> <p>Jul 2005</p> <p>Mar 2006</p>	Director of Community Safety	<p>A team consisting of 1 x ADO & 2 x Fire Safety Inspectors have been seconded onto this project.</p> <p>They have the facility to work within Liverpool City Council Surveyors offices handling all applications within their remit.</p> <p>Agreement has been reached on the processing of applications, which loosely follows procedural guidance.</p> <p>The facility to second additional inspectors if required has been agreed.</p> <p>The ADO oversees the activity of the team</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>		
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

No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
IRMP 3.3 High	Encourage building owners and occupiers to meet new Fire Safety responsibilities using only appropriately registered and independently assessed companies	<ul style="list-style-type: none"> SOP produced : FS O136 Third Party Accreditation 	Jul 2005	Director of Community Safety	<p>Inspectors promote the use of suitably qualified trades people.</p> <p>Ad hoc evaluation to take place July 2005</p>	New 12-week contract signed with Firesmart (Sept 2005) for the provision and completion of on-line Risk Assessments for businesses on Merseyside.		
IRMP 3.4 High	Assess the impact of requirements made under the Civil Contingency Act and Regulations once published	<ul style="list-style-type: none"> 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	Draft report submitted to Director of Operational Planning.	<p>MLRF Risk Assessment Group formed. Draft Community Risk Register presented to MLRF.</p> <p>Strategy & procedures presently being drawn up. New Target set for 3rd quarter.</p>	 	




No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
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.	The Review will take account of the following:- <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 	Apr 2005 Jul 2005 Jul 2005 Jul 2005 Nov 2005	Director of Community Safety	CLT report approved 1 st June 2005 Report to fire authority 28 th July 2005 Consultation to commence following approval of fire authority	The Fire Authority approved the review of the FS District Staffing on the 28 th July 2005. The consultation period with the Representative Bodies is 1 st August - 31 October On target Several planning meetings have been held to prepare for the implementation of the Regulatory Reform Order (RRO) Report to the Authority on RRO (28/07/05) by Exec Dir of Finance	 	3 rd qtr. Is on target.




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4. Organisation - To deliver an effective, modern and learning organisation

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	<ul style="list-style-type: none"> ✦ 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 Implementation	Director of Human Resources	All appropriate policies and contracts developed and will be utilised when appropriate by CLT or requested by service employees	<p>As per previous quarter</p> <p>Continuous horizon scanning to seek examples of best practice that could be utilised</p> <p>Work to begin on Low Level of Activity and Risk (LLAR) Stations suitable contracts and work patterns</p>		
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No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
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 2005	Director of Service Support	Discussions regarding CLMT still ongoing prior to Consultation at Joint Secretaries.	12 week consultation with FBU commenced 30 th 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.		
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.	<ul style="list-style-type: none"> ✦ Employ procurement specialist to undertake interface between Lancashire and Merseyside ✦ Establish Suitability for tasks to be undertaken of Operational Personal Protective Equipment (PPE) ✦ Determine / Research type of PPE required for such tasks ✦ Establish Financial resources. ✦ Procurement. 	<p>Apr 2005</p> <p>Jul 2005</p> <p>Sep 2005</p> <p>Sep 2005</p> <p>Dec 2005</p>	Director of Procurement	<p>Lancashire fire and rescue s Procurement manager commenced work April 05</p> <p>NW collaborative contract currently under evaluation lead MFRA includes NW tech evaluation.</p> <p>Revised purchase structure to CLT mon 4/7/05</p>	<p>Completed a procurement Best Value Review on behalf of Cheshire F&RS.</p> <p>Delivery of a purchase course to North Staffordshire District Council 7/10/05</p> <p>Revised Purchase structure accepted by CLT 4/7/05, now implemented</p> <p>Work in progress re Personal Protective Equipment (PPE).</p>	 	3 rd qtr is on target




No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
IRMP 4.5 High	Produce/Revise an Asset Management Plan in Compliance with Best Practice	<ul style="list-style-type: none"> ✦ Update existing conditioning report ✦ Fire risk analysis of station locations ✦ Property development management plan to be expanded (plans to refurbish 2 per year and rebuild others - subject to finance provision) ✦ Computerised station portfolio ✦ Establish local performance indicators 	<p>Apr 2005 Aug 2005</p> <p>Apr 2005</p> <p>Aug 2005 Jun 2005</p>	Director of Service Support	New draft to be submitted to be submitted to CLT	<ul style="list-style-type: none"> ✦ Completed ✦ Completed on target, results in the AMP. ✦ Plans to refurbish/rebuild are in the AMP. Management Plan partially complete, will be finished for Members Away Day 30 Oct 05. ✦ In the process of being prepared from AMP. ✦ Completed and placed in AMP. 	 	
IRMP 4.6 High	Review Station Locality Manager Pilot scheme and if appropriate extend to other locations.	<ul style="list-style-type: none"> ✦ Review Pilot Scheme (Scheme started Sept 04) ✦ Make recommendations ✦ Identify budget provision ✦ Implementation 2 year Plan (phased approach) 	<p>Oct 2005</p> <p>Nov 2005 Dec 2005 Feb 2006</p>	Director of Performance Management	Ahead of schedule. 2 Locality Managers now in place (Southport and Bootle/Netherton). Budget provision identified. Further expansion recommendations may be made after the completion of risk assessment of Flexi-officer provision.	Report approved by Fire Authority meeting, October 2005.		3 rd qtr is on target.


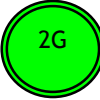
No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
IRMP 4.7 Med	Contribute to the reduction of risk to community, organisation and individuals through the identification of local training needs	<ul style="list-style-type: none"> ✦ Performance review and appraisal ✦ Workplace assessment ✦ Performance measures ✦ Quality assurance systems ✦ Assessment & Development Centres 	<p>Jun 2005</p> <p>Mar 2006</p> <p>Sep 2005</p> <p>Sep 2005</p> <p>Mar 2006</p>	Director of Training and Professional Development	<p>To support the appraisal process, the need for job descriptions, role maps, station risk profile and training development catalogue have been identified. Production of the components has commenced. Target date for completion - Dec 05.</p> <p>All district managers and Station Managers completed appraiser and appraisee training during 2004. However, due to the number of temps and changes, this training will be repeated following outcome of the Group Manager Assessment development centre.</p>	<p>CBT Phase 6 delivers appraisals training for Fire Fighters, Crew and Watch Managers</p> <p>Workplace assessment now part of Crew Based Training</p> <p>Station risk profile template completed</p> <p>System has been successfully quality assured</p> <p>Progressing as per regional model</p>	 	
IRMP 4.8 High	Engage with HR sections for workforce succession and redeployment planning	<ul style="list-style-type: none"> ✦ Through training needs analysis and job and person specifications ✦ Identify methods of providing redeployment support the Rank-to-role assimilation process 	<p>Sep 2005</p> <p>Sep 2005</p>	Director of Training and Professional Development	Not yet started	<p>Job specifications part of the Rank to Role process. Revision consultation with representative bodies concludes Nov 05.</p> <p>Redrafted familiarisation SOP concluded. Assimilation completed. Allocation Completed. Development plans relative to individuals acted upon</p>		




No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
IRMP 4.9 Med	Lead in the development and delivery of assessment and development centres within the region	<ul style="list-style-type: none"> ✦ Regional management board approval ✦ Produce an assessment and development centre model that complies with national guidelines ✦ Identify resource requirements 	Apr 2005 Jun 2005 Jun 2005	Director of Training and Professional Development	National ADC for Supervisory Management now available for use. Three Lead Assessors trained. Re-training of the Service's assessors in the use of the new ADC toolkit scheduled for July/August 2005	<p>Completed delivery of National Assessment and Development Centre (ADC) Toolkit at Supervisory Management Level 1.</p> <p>Utilised Regional Assessors MF&RS to assist in the delivery of National ADC Toolkit at Middle Manager Level Oct/Nov. Leading in the Regional response to National Consultation</p>	 	
IRMP 4.10 High	Review training and development protocols to meet the needs of the IRMP	<ul style="list-style-type: none"> ✦ Identify local needs through risk profile and Training Needs Analysis ✦ Identify and review training delivery options 	Sep 2005 See 4.7	Director of Training and Professional Development	Station Risk Profiles require reviewing and re-writing to take account of revised skill sets to support rescue capability. Review December 05	<p>Station risk template complete</p> <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>		
IRMP 4.11 High	Fundamental review of the STC and training and professional development to meet the needs of the IRMP	<ul style="list-style-type: none"> ✦ Implement training and Professional Development review 	Sep 2005 See 4.7	Director of Training and Professional Development	Progress made on all 15 recommendations. Plans to re-launch STC made for Sept 05. Quarterly report discussed with SDO & ACFO. Draft SLA produced	SLA complete . Restructure to be implemented Oct and renamed Organisation Development. Training & Development protocols established. Relaunch of STC – Oct 21st		




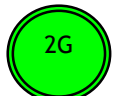
No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
IRMP 4.12 High	Extend the delivery of training and development through the crew based concept to meet and mitigate the local risk profile 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 2005	Director of Training and Professional Development	CBT modules will be reviewed, updated and created where necessary to meet the needs of the revised station skill profiles	<p>Courses aligned to Crew Based Training delivery</p> <p>Completed</p> <p>Completed ongoing to match delivery needs</p> <p>Circulated</p>	3A	3 rd qtr on target.
IRMP 4.13 Med	In collaboration with Sefton MBC carry out a feasibility study for a joint vehicle workshop	<ul style="list-style-type: none"> ✦ Consultant report Ref: Viability of present/ proposed site for Workshops ✦ Develop present site or new build at SHQ 	<p>May 2005</p> <p>Mar 2006</p>	Director of Service Support	This project is on hold pending further investigation	<p>It has now been decided to not pursue the purchase of the RAC "Tranman" fleet management software as the present system is now able to produce the main items required for fleet management, plus further improvements to Sophtlogic will improve the system even more.</p> <p>The proposal to change to "Tranman" can now be removed from the business plan.</p> <p>Action No Longer Required</p>		

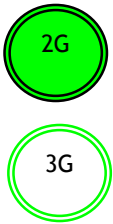
No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
IRMP 4.14 Med	The crews of the SART and IMT to develop specific skills training to the Service based on local area needs relative to the 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 	<p>Jul 2005</p> <p>Sep 2005</p> <p>Sep 2005</p> <p>Dec 2005</p>	Director of Training and Professional Development	<p>Skill profile drafted and submitted to Incident management team (IMT) Manager. Assessors appointed to IMT members to facilitate achievement of Watch Manager NVQ.</p> <p>Search and rescue (SRT) initial training has been reviewed with each team. Report being drafted.</p> <p>CLT report submitted by D.O. Stephens to enhance swift water training skills</p>	<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>	 	3 rd qtr should be on target.
IRMP 4.15 High	Where appropriate, those hours previously designated as "stand-down" time will be utilised to deliver aspects of the IRMP where that utilisation is commensurate with an individual's role.	<ul style="list-style-type: none"> ✦ Carry out a review of the stand down time and its effect on service delivery ✦ Identify appropriate actions / activities ✦ Implement actions /activities 	<p>Jul 2005</p> <p>Sep 2005</p> <p>Sep 2005</p>	Director of Training and Professional Development	<p>Consultation through the work streams of the National Group on working patterns</p>	<p>Review of stand down time complete, options drafted. Progressing to CLT. Review of stand down time complete, options drafted. Progressing to CLT</p> <p>High Performing Teams concept accepted at CLT with implementation date set at Jan 06</p>		

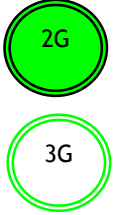
No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview									
4.16	BVPI 8 To pay all undisputed invoices within 30 days or other mutually agreed term to minimise the potential for interest 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%	Director of Financial Planning	April 99.76% May 100% June 100%	July 99.78% August 99.69% September 100%											
4.17	BVPI 12a - Number of working days lost to sickness - uniformed staff	<table border="1"> <thead> <tr> <th>Actual</th> <th colspan="2">Target</th> </tr> <tr> <th>2003/4</th> <th>2004/5</th> <th>2004/5</th> </tr> </thead> <tbody> <tr> <td>10.24</td> <td>8</td> <td>10.58</td> </tr> </tbody> </table>	Actual	Target		2003/4	2004/5	2004/5	10.24	8	10.58	Target 2005/6 8		<p>Figure this qtr is 1.13</p> <p>Figures are lower for the full quarter than last year projections Indicate an overall reduction for 2005-2006. Tighter controls have been put in place to manage the sick levels within the summer months when the sick levels usually rise which will help achieve the yearly target of 8 days.</p>	<p>April -Sept 05/06 4.96</p> <p>April -Sept 04/05 5.66</p> <p>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.</p>		
Actual	Target																
2003/4	2004/5	2004/5															
10.24	8	10.58															
4.18	BVPI12b - Number of working days lost to sickness - all staff	<table border="1"> <thead> <tr> <th>Actual</th> <th colspan="2">Target</th> </tr> <tr> <th>2003/4</th> <th>2004/5</th> <th>2004/5</th> </tr> </thead> <tbody> <tr> <td>11.36</td> <td>8</td> <td>11.13</td> </tr> </tbody> </table>	Actual	Target		2003/4	2004/5	2004/5	11.36	8	11.13	8		Figure is also 1.13	<p>April -Sept 05/06 4.76</p> <p>April -Sept 04/05 5.22</p>		
Actual	Target																
2003/4	2004/5	2004/5															
11.36	8	11.13															

No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
4.19	BVPI15a - The percentage of staff eligible for the firefighters pension scheme taking ill health retirement.	(Targ) (Ach) 2003/4 2004/5 0.9 0.9 2.00%	Target 2005/6 0.68%		No discharges this qtr FF Pen Scheme new regs - all possible ill health discharges must be considered independently i.e. Independent Medical Opinion must be sought. This criteria has a 'slowing down' effect on the processing of possible ill health cases.	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		
	BVPI15b - The percentage of those staff eligible for the local government pension scheme taking ill health retirement.	0.3 0.6 0.83%	0.90%		No discharges this qtr The unpredictability of all ill health cases makes for uneven distribution of discharges throughout the year.	The Service is currently on target in this area. The target based on the 'Average strength 04/05. See Below ill health is unpredictable, however mechanisms are in place via Occ Health initiatives to aide those with onset of ill health.		

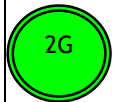
No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
4.20	BVPI 2 - Level of Commission for Racial equality standard Target for 2005/6 will be CRE Level 2/3 to be achieved through continuous improvement by progressing the Equalities Action Plan.	2003/4 = Level 1 2004/5 Level 2	Level 2/3		Revision of equalities policies needs completion for Level 2 to be completed—overarching equality update, religious beliefs, sexual orientation, and age policies outstanding. Monitoring and reporting by high priority first year functions listed in equalities action plan have not been completed.	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.		
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		MFRS current figure is 0.6% of workforce 20.94% is the percentage of disabled people of working age living on Merseyside. Though we became a two-tick employer in 2002 and have a revised Disability Policy, this has not resulted in a significant increase in disabled employees.	Current number 9 non-ops staff 2.49%		
4.22	BVPI 17 - % (no.) uniformed staff from minority communities	2003/4 1.2% 2004/5 1.4%	1.6%		Dependent on the outcome of the next recruitment round Confident that target can be achieved.	No change in actual numbers; next recruitment planned for Jan 2006 should have an impact.		

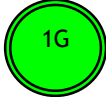



No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
4.23	BVPI 11a - % of Top 5% of earners who are women	2003/4 2004/5 (Tar) 2004/5 (Ach) 1.23% 1.8% 2.44% (2 posts) (3 posts) (2 posts)	3.66% (3 posts)		We remain at 2 posts in the top 5% held by women Work continues to attract a wide variety of applicants for vacancies	No change in actual numbers.		
4.24	BVPI 11b - % of Top 5% of earners who are from minority communities	2003/4 2004/5(tar) 2004/5 (Ach) 0 0.62% 0 (1 post)	0.62% (1 post)		No minority earners in the top 5% as yet Work continues to attract a wide variety of applicants for vacancies.	No change from previous quarter		
4.25	BVPI 11c- % top 5% earners who are disabled:	2004/5 (tar) 2004/5 (ach) 0 0.62% (1 post)	0.62% (1 post)		No disabled earners in the top 5% as yet Work continues to attract a wide variety of applicants for vacancies.	No change from previous quarter		
4.26	BVPI 210 -The % of Women Firefighters	New indicator 2004/5 1.9%	2.1%		Dependent on the outcome of the next recruitment round We are confident the target will be achieved.	No change as yet, recruitment planned.		

No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
4.27	BVPI 150 <u>Accounting Team</u> 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	2005/06 Merseyside Council Tax (Band D) £53.88 2005/06 Average Mets F&RAs (Band D) £49.62 We are 8.6% above average Information on cost per head of population is not yet available.	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.	N/A	
4.28	BVPI 157 E-commerce Number of transactions conducted electronically as a percentage	<ul style="list-style-type: none"> ✦ 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	This is not exclusively a Finance indicator. However, all payroll transactions in first quarter of the year were made electronically. We are unable, at present, to quantify the percentage of creditor payments by BACS in the first quarter. This information will be available in the second quarter.	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)		3 rd qtr. Is on target.

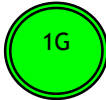

No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
4.29 High	Station Service Plan produced for 2005/06 indicating Best value and Local performance indicator targets.	Station Managers will report quarterly on progress made. <ul style="list-style-type: none"> ✦ Ensure services are delivered to hard to reach and at risk groups ✦ Work with Specialist Advocates ✦ Work with partnerships ✦ Develop plans for Heritage sites and exercise them at an appropriate frequency 	Jun 2005 Sep 2005 Dec 2005 Mar 2006	All Station Manager	All stations reported by deadline please see station service plan document first quarter returns.	Station Managers have submitted Station Updates. Please refer to Station Plan second quarter return.		3 rd Qtr on target




No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
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4.31	LPI 4 Staff injuries	<p>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.</p> <p>2003/4 2004/5 155 166</p>	<p>Target 2005/6 149</p>	<p>Director of Service Support</p> <p>40</p>	<p>Current Accident statistics show a figure of April 7. May 15. June figures are not available at present.</p> <p>This is on target for reduction for 2005/2006 compared to the same period 2004/2005</p>	<p>Figure for June 8. Total of 30 in 1st qtr.</p> <p>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</p> <p>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.</p> <p>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</p> <p>Risk Assessments are an ongoing issue depending on tasks & Legislation</p> <p>New Safety Advisor now in post.</p> <p>Staff development & qualifications on target it is an ongoing event to identify needs of staff.</p> <p>New computer system is on target. Will visit Surrey Fire & Rescue Service on 5th October to review a system in use called WELLWORKER.</p>		
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No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
4.32 High	Development of a revised Complaints and Compliments Procedure	<ul style="list-style-type: none"> ✦ Review current procedure ✦ Identify improvements with regard to Charter Mark Award 	Jun 2005 Jul 2005	Director of Service Support	Review completed. SOP amended and new compliment & complaints procedure leaflet produced. *Ongoing, Further discussions required.	1 st qtr. Now complete. Discussion paper prepared. Planned progression meeting with Director of Strategic Planning taking place on 19 th October 2005	 	
4.33 Med	Introduction & Implementation of Attendance Incentive Scheme	<ul style="list-style-type: none"> ✦ Identify suitable scheme ✦ Identify finance ✦ Introduce scheme & monitor statistics 	Jul 2005 Aug 2005 Mar 2006	Director of Human Resources	Absence and Attendance Policy has been drafted and is to be further reviewed by CLT in July 2005	This Policy was approved by the Authority on 26 th 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.		
4.34 Med	Transfer of Central Staffing from MACC (plan commenced Sept 04)	<ul style="list-style-type: none"> ✦ Staff training ✦ Transfer 	Jun 2005 Jun 2005	Director of Service Support	Report drafted to be submitted to CLT for approval	Report prepared. To be submitted to CLT.		




No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
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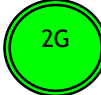
4.35 Med	To undertake an active involvement within the IRMP program by identifying areas which require a Health & Safety input to ensure overall delivery of Health & Safety to all employees & the community	<ul style="list-style-type: none"> ✦ Review the Management of Road Risk Policy ✦ Identify a computer 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 	<p>May 2005</p> <p>Nov 2005</p>	Director of Service Support	<p>MORR is under constant review for up dating; A presentation of the Policy given to the Authority at the meeting on 2 June 2005. From there we will further cascade the policy to all other areas within the Service and deliver seminars to additional Managers. Further Committee meeting will take place in June to review the current policy and amend where required.</p> <p>Provision of computer system CAMAXYS is now with Finance Committee for approval of funds and hopefully will be subject to tender by June end for installation.</p> <p>Once the new computer system is active a record of national events can be entered and reviewed.</p> <p>A full report following the Carlisle incident following the debrief has been submitted to CLT and accepted. This contains all the Logistical back-up for crews attending such incidents and incorporates training issues.</p> <p>To be part of the new Computer System set-up and intranet system which will incorporate Risk</p>	<p>COMPLETED</p> <p>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>	 	3 rd qtr. Should be on target, see notes.
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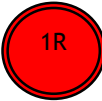

No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
4.36 Med	To award the new Occupational Health Contract (to commence 01.06.06). The new contract to account the potential damages to GP medical 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 	<p>Sep 2005</p> <p>Sep 2005 Nov 2005</p> <p>Dec 2005</p> <p>Jan 2006 Mar 2006</p>	Director of HR	Report to be taken to CLT to potentially revise strategy on this issue.	<p>Report approved in principal by CLT on 13/9/05, strategy is approved to continue towards self contained service</p> <p>Specification and adverts to be produced as next stage.</p>	 	3 rd qtr on target
4.37 High	To implement policies for the management of poor performance including a Capability Policy. To manage the changes in the Discipline and Grievance procedures changed with the introduction of the new 'Grey Book'. Such procedures will be based on the ACAS Code of Practice.	<ul style="list-style-type: none"> ✦ Policies produced ✦ Training on new policies rolled out 	<p>Jan 2005</p> <p>Jan-Mar 2005</p>	Director of HR	Completed Additional training to be built in over current financial year	<p>Evaluation of training requirements being undertaken at district level. Additional training arranged through ACAS.</p> <p>Action Point now complete.</p>		




No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
4.38 High	To implement the introduction of the non-uniformed skill job evaluation scheme	<ul style="list-style-type: none"> Pilot study of sample jobs Begin evaluation of all posts within the organisation 	<p>July 2005</p> <p>Oct 2005</p>	Director of HR	Pilot study completed full evaluations began in July ahead of schedule	50% of posts evaluated. Work to scrutinise information provided by employees with line managers now being undertaken		3 rd Qtr. On target
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	On going 90% of green book employees P.R. files now electronically stored and 70% of uniformed of uniformed employees	Work continues with the addition of sickness records and disciplinary files to the process		
4.40 Med	To improve the % of women amongst uniformed operational staff, and the % of ethnic minority representation	<p>Five year target 2009 15% women 7% ethnic minorities</p> <p>Continue with targeted process by appropriate advertising, targeted community events and pre-recruitment support</p>	Ongoing	Director of HR	Recruitment began 7.7.05	<p>Total 4,000 applications received.</p> <p>287 (7.18%) applications from Women, 10 of which from ethnic minority groups.</p> <p>177 (4.43%) from male ethnic minority groups.</p> <p>Working towards recruits course in January 2006</p>		
4.41 Very High	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>5 Year Target 6.5 shifts Firefighters 5.4 shifts to MACC</p> <ul style="list-style-type: none"> Introduction of new sickness reporting procedures in co-operation with Attendance Management. Utilising Occupational Health Nurse for 14 day 	<p>8 shifts / days for all staff</p> <p>Ongoing</p>	Director of Service Support	<p>The new sickness reporting procedure including the OH Advisor is incorporated into the new Absence and Attendance Policy that is to be considered by CLT in July 2005</p> <p>Lifestyles initiatives: The Health Advice Clinic appointments are</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		




No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
		reporting. ✦ Occupational Health lifestyles initiatives e.g. smoking cessation, healthy eating, and health advice clinics ✦ Coordinating all SOP's/Guidance Notes into cohesive policy document			available to all employees; Health & Safety in cooperation with OH are posting information on the Intranet on healthy eating; the OH Advisor has attended a smoking cessation course in June '05 and is in discussions with local Health Authorities regarding prescription pads. A summary of OH Services is included in the new Absence and Attendance Policy. An expansive document is planned for the end of the 05/06 Year.			

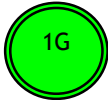
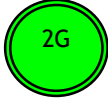
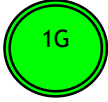
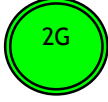
No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
4.43 High	Improve financial monitoring by providing regular financial statements to CLT	<ul style="list-style-type: none"> ✦ Design a suitable 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 2005</p> <p>Oct 2005</p> <p>Jan 2006</p>	Executive Director of Finance	Overall monitoring sheet not yet in final form. It is anticipated that this will be introduced in the second quarter	This is still not yet complete. It will be finalised in the third quarter.	  	This will be complete & operating in third quarter.


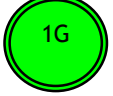

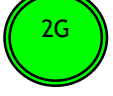
No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
4.44 Very High	Review arrangements for the provision of financial systems	<ul style="list-style-type: none"> ✦ Draw up a specification of requirements to take account of existing functionality and potential future development. ✦ Review options to ensure the continuity of finance services (including payroll) ✦ Enter structural arrangement with a preferred supplier for delivering of services from September 2005 	<p>May 2005</p> <p>Jul 2005</p> <p>Sep 2005</p>	Executive Director of Finance	<p>Work was undertaken in the period November 2004 to March 2005 to draw together a specification that would meet the Authority's requirements across a range of functions including payroll, financial systems, stores and e-procurement. The specification was used as the basis for an ITT that was issued on 1 April 2005. The closing date for the receipt of tenders was 16 May 2005.</p> <p>A Project Team was established in late June to help co-ordinate the evaluation of tenders and prepare for the implementation of systems. The first system demonstration of proposed solutions was delivered on 21 June 2005. The team continues to work with key stakeholders to drive forward the FMIS Project so that it delivers the desired outcomes.</p> <p>It is anticipated that the actions proposed in the second quarter can be achieved and any potential variance is being closely monitored as part of the FMIS Project Plan.</p>	<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>		New contract to be signed and take effect from 1 November 2005.

No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
4.45 Med	Review workflow between Payroll and Personnel functions and establish the potential for in-house automation of processes	<ul style="list-style-type: none"> ✦ Determine the function of the various forms currently in use and relevant workflows to establish their suitability for relevant purpose. ✦ Re-engineer workflows to remove any potential for duplication of effort ✦ Design/develop on-line forms to automate payment processes ✦ Pilot new process for 3 months with a view to migrating to the new arrangements from 1st April 2006 	<p>Apr 2005</p> <p>Oct 2005</p> <p>Dec 2005</p> <p>Mar 2006</p>	Executive Director of Finance	This action is linked to absence and Attendance project and associated software purchase. Consequently no work has yet been done pending approval of that project.	<p>This action has been delayed to await:-</p> <ul style="list-style-type: none"> i) Purchase of new FMIS, inc payroll system ii) New Absence & Attendance module iii) Review of workflow within HR <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>	 	Progress will be reviewed in 4 th quarter.

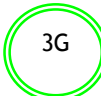
No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
4.46 Med	To undertake a comprehensive review of expenses and the various methods of making and paying expense claims and to produce an on-line guidance in respect of claimable expenses and design an appropriate on-line claim form	<ul style="list-style-type: none"> ✦ Determine the range of claim forms currently available within the Service together with the relevant expenses ✦ Rationalise the number of claim forms into a single form and pilot its use at an appropriate location ✦ Review the various methods of making payment in respect of expenses ✦ Write up guidance Note/Procedural document (including expense rates) and make available on the intranet. 	<p>Jul 2005</p> <p>Sep 2005</p> <p>Nov 2005</p> <p>Dec 2005</p>	Director of Financial Planning	This is not a first quarter action. Work has commenced on this project with the first team meeting held on 1 st July.	<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>	 	See revised project & actions for third quarter.
4.47 High	<u>Accounting Team</u> Ensure 2004/05 accounts are closed by 30 th June 2005 and accounts audited without qualification by 30 th September 2005	100% of all accounting transactions input into the accounts by 30 th June 2005 Statement of Accounts report to the Authority. "District Audit" of final accounts reported to the Authority	<p>June 2005</p> <p>Sep 2005</p>	Executive Director of Finance	Accounts finalised before 30 June. However, they were not formally approved by the authority, by this date. They will be submitted to the Authority on 28 July for approval. An advertisement is to be placed in the local press advising that the accounts will be available for inspection from 25 July to 19 August (4 weeks).	<p>Accounts were formally approved by the Authority on 28 July 2005 & have been subsequently audited by the District Auditor who found no items of significance to report.</p> <p>Completed</p>		Nothing further to do in remainder of year.
4.48	Ensure all agreed	5 Year Target	3 star	Director	No IA reports & therefore	2 Internal Audit reports have		


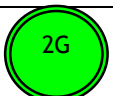

No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
High	Internal Audit recommendations are implemented appropriate to level of priority specified by Audit	Implement all recommendations within 21 days Quarterly financial review report submitted with Authority	recommendations within 60 days 2 star within 90 days 1 star within 120 days	of Financial Planning	recommendations have been finalised in this quarter. All recommendations from previous quarters have been implemented within the recommended time frame or agreed timescale, if different with the exception of two 2 star recommendations which are still outstanding. These are being chased up.	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.		
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	Please refer to 4.56	Process now available awaiting direction from Financial director implementation will take approximately 8 - 12 weeks		
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	Newly appointed Advocate has requested variation to uniform and this is being provided Consultation with staff on uniformed maternity wear is being progressed and reported through the Equalities & Diversity Forum.	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		

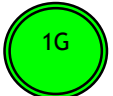



No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
4.52 High	Continuous personnel and organisational development strategy to meet Regional training and Service objectives, and to create a flexible and high performing workforce	<ul style="list-style-type: none"> ✦ Identify individual and leadership potential ✦ Provide bespoke development programmes ✦ Develop performance measures ✦ Meet equality of opportunity expectations ✦ Make best use of strategic reserve ✦ Introduce protocol where all training and development needs are processed centrally ✦ Audit mechanisms for internal/external training provision ✦ Quality Assurance ✦ Alignment with national Workforce Development strategy 	<p>Jun 2005</p> <p>Aug 2005</p> <p>Jun 2005</p> <p>Mar 2006</p> <p>Mar 2006</p> <p>Jun 2005</p> <p>Feb 2006</p> <p>Mar 2006</p> <p>Mar 2006</p>	Director of Training and Professional Development	<p>Leadership Strategy produced and implementation plan.</p> <p>Pathways to learning developed and invitations to tender for leadership development.</p> <p>Methods to identify organisational, functional & individual needs identified culminating in 3-year training plan. Return on investment and performance measures established.</p> <p>Workforce development produced</p>	<p>Tender process begun anticipated implementation date Jan 06</p> <p>SLA to be presented which formulates the identification of needs</p> <p>Work completed on evaluation of training</p> <p>Restructure creates organisational development manager to determine training planning</p> <p>Draft workforce development strategy produced</p>	 	
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 	<p>Mar 2006</p> <p>Jun 2005</p> <p>Sep 2005</p> <p>Sep 2005</p> <p>Mar 2006</p>	Director of Training and Professional Development	<p>An e-learning strategy and implementation plan has been developed.</p> <p>Pilot scheme has been carried out on two stations.</p> <p>To be completed March 06</p>	<p>Phased roll out of 45 e-learning training packages aimed at FF level (To be completed by Dec 05)</p> <p>E- learning authoring capability available. Training underway.</p> <p>Learner content management system identified. Proposal to be submitted to ICT steering group. Oct 05.</p>	 	


No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
4.56 High	Development of electronic trading methodologies	Development and implementation of e-trading methodologies <ul style="list-style-type: none"> ✦ Fill rollout of p cards ✦ e-catalogues ✦ e-financials package 	Date May/Aug now Nov 05 Mar 06	Executive Director of Finance	This is a total package of processes reengineering activities, incorporating the three methodologies The FMIS project due for delivery end 2005 will supply both workflow and catalogue functionality. N.B) Meantime manual interventions in respect of process engineering have been put into place for estates maintenance commodities likewise stores consumables are current out to tender jointly with LFRS (anticipate commencing operation Nov 2005	Subject to the availability of the new FMIS system (and financials) Estimate commencing 06/07 financial year		Please advise is 3 rd qtr. On target?
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	Completed Completed Procurement consultancy on behalf of Cheshire Fire Rescue Service to be completed July 05	Restructure now in place. Awaiting outcomes of 1. CFSRS Response to Best Value Review PNC Consultants are to commence a Regional Review of procurement Oct 05. Head Manchester F&RS	 	
4.58 High	Procurement Matrix Completion, publication and implementation of complete process for purchasing performance measurement	Subject of placement student research project for finals dissertation To include input(s) as appropriate from <ul style="list-style-type: none"> ✦ Procurement ✦ Finance ✦ HR ✦ Budget holders 	Jul 2005	Director of Procurement	Ongoing Subject matters agreed with tutors of Chartered Institute of Procurement Systems (CIPS) focused	Purchasing Performance Management System now available via Intranet / OWLe Student report on track for May 06 This is now an Ongoing target.		


No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
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	Will complete both by Dec 2005	1 st qtr target now met. Purchase Operation Manager has commenced CIPS course. 2 new undergraduates now started. Both are fully CIPS Accredited.	 	
4.60 Med	Professional Qualifications - Procurement	5 year target 2 senior staff Encourage CIPS qualification	Sep 2005	Executive Director of Finance	Commodity and operations managers enrolled onto 2005 (CIPS) course leading to professional accreditation	1 member of staff has commenced CIPS course Anticipated that the other will commence the course during the new calendar year.		
4.61 High	Crew level maintenance team	Set internal PI's to measure effectiveness of team with regard to overall attendance levels	Sep 2005	Director of Service Support	Crew level maintenance team not yet implemented.	Crew level maintenance Team not yet implemented. Currently in third week of consultation with FBU. This action point is directly linked to rank to role, which has been delayed due to national negotiations.		

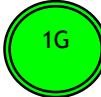
No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
4.62 High	Implementation of E. Govt. I.T. Linked to 4.74, 4.75, 4.78	To continue to increase the number of transactions carried out by electronic means to meet cost of target 100%	Dec 2005	Director of Strategic Planning	<p>MF&RS have now purchased a licence to use the Electronic Service Delivery (ESD) Improvement and Development Agency (.IDEA) online tool kit.</p> <p>This toolkit will enable designated staff to access on line information relating to MF&RS current e-government (BVPI157) status. It will also enable the service to review and share information regarding e-government enablement from other Fire and Rescue Services as well as Local Government.</p> <p>It is proposed that areas initially identified, as being applicable for e-enablement will be reviewed. Other services will also be reviewed as changes in service definitions may now result in that area being applicable for e-enablement.</p>	<p>The ESD toolkit has been introduced and is being updated to reflect MF&RS services and targets.</p> <p>See 4..28</p>		3 rd qtr. Is on target.


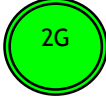
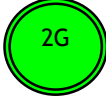
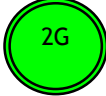
No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
4.63 High	Programme and Project Management Systems To develop bespoke programme and management systems to be used throughout the organisation	<ul style="list-style-type: none"> ❖ Develop new systems ❖ Establish monitoring procedures ❖ Monitor/manage project management ❖ Establish a change control process 	<p>Jun 2005 Jun 2005</p> <p>Sep 2005</p> <p>Sep 2005</p>	Director of Strategic Planning	<p>Templates now available on Public folders. Process maps to be designed and signed off. Audit of Existing projects completed. Monthly/Quarterly Reports being provided by users Public folders for Project management set up Regular meetings with Project Managers and teams. Project board established by CLT (14th June) New Template to be developed for use on Intranet and a trial carried out prior to roll out.</p>	<p>Process maps designed and training in PM commenced. Further review required to align with PM policy.</p> <p>Finalisation of Project Management process will inform change control process. Therefore Proposed new target set for Change Control Process, Mar 06</p> <p>New Templates to be developed, for use on Intranet, once Process maps and templates have been tested and signed off.</p>		
4.64 Med	Develop and implement Information Management Systems (ICT Links)	<ul style="list-style-type: none"> ❖ Review current arrangements ❖ Develop new systems ❖ Install new systems 	<p>Sep 2005</p> <p>Dec 2005</p> <p>Mar 2005</p>	Director of Strategic Planning	<p>Reports on Enterprise content management and corporate gazetteer agreed by CLT on 14th June Workshop on Information management for CLT has taken place</p>	<p>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.</p> <p>Two workshops for Document/ Records Management have taken place. A requirements catalogue has been written. Discussions are ongoing with procurement.</p>	 	3 rd qtr is on target.

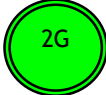
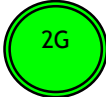
No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
4.65 High	To introduce a formal ICT Strategy for the Authority.	Draft CLT Authority Implementation begins	March 2005 April 2005 May 2005 June 2005	Executive Director of Finance	Drafts were circulated for review in March 05 and formally issued at the end of May 05 and presented to CLT 1 st June 05. This version to go to next available P&F meeting in July 05 for authority approval.	CFO/143/05 ICT Strategy approved by Authority 28/07/05 Action Point now Complete		
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	Marconi presentation March 05 followed up by technical meeting in April. Draft report for CLT reviewed May 05, further data required before it can be presented to CLT July 05.	Plan revised due to new requirements for Resilience of Mobilising Systems. Report to CLT Jan 06.		
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 To develop disaster recovery systems. Including IT Systems	Sep 2005	Director of Strategic Planning Executive Director of Finance	Risk Register to be introduced as a standard item on every CLT. Risk owners and action owners to be identified. Monthly update from Directors Work beginning on what has already been established in house. This has then lead to the development of a corporate approach to contingency/disaster recovery planning.	Risk Register standard item on every CLT. Risk owners and action owners have been identified. Monthly update from Directors (Risk Owners) and Action owners. <u>Risk Register Action complete</u> 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.	 	

No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
4.68 High	To develop multi-agency Information sharing networks.	<ul style="list-style-type: none"> ✦ Build on the FRS involvement with information sharing through central JAG to ensure links are maintained ✦ Develop information sharing protocols 	Sep 2005	Director of Strategic Planning	Information sharing protocol developed Report on central Joint action group (JAG) info sharing arrangements presented to Multi agency action group (MAG)	<p>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.</p> <p>A review is ongoing in relation to existing information sharing, to safeguard and signpost current information sharing.</p> <p>Target now ongoing</p>		

No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
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 2005 Ongoing	Director of Strategic Planning	<p>The current electronic Fire data Report (FDR1) form has been improved. The electronic form now includes data validation and has been further automated to assist fire officers in completing electronic forms.</p> <p>Initial discussions have also taken place with the training unit in relation to incorporating information management training into existing programmes.</p> <p>Wherever possibly data recorded from the FDR1 form will be electronically transferred.</p> <p>Discussions are on going with proposed ODPM changes to the form.</p> <p>Initially discussions are on-going with Fortek in relation to improving the FDR1 data gathering process. This is taking into account ODPM proposals and regionalisation.</p>	<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>		

No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
4.70 High	To make effective use of stakeholders views and comments through the Consultation and Communication strategy	To establish monitoring systems for consultation and communications in line with the strategy document	Jun 2005	Director of Strategic Planning	<p>Assessment of current and planned consultation needs has taken place in the light of requirements of the consultation strategy. The principles of the strategy will then be applied in the first instance to these consultation exercises - Expected to be completed September 2005.</p> <p>Survey work being carried out by the Fire Support Network is providing quality of service information and also recording details of individuals willing to take part in other consultation exercises.</p>	<p>A pre-consultation action plan process has been developed which is being rolled out initially in CFS. This process allows consideration of the reasons why the consultation is being carried out and what the expected outcomes will be. Following consultation, delivery against the plan can be considered and information can be used for future planning. It will also allow for the consideration of equality and diversity consultation requirements. Although this part of the work is completed the process will be refined, developed and expanded during the year.</p> <p>The work with the FSNEt has continued with the Service writing to all who expressed an interest in becoming part of a MFRS Forum.</p>		

No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
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	Annual consumption of energy has been broken down to individual sites and will be cascaded to the respective managers at future Performance Management meetings along with benchmark historical information.	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%.		
4.72 High	LPI 38 - Accreditation of an environmental management system to either BS EN ISO 14001			Director of Service Support	We achieved certification of our Management system in Nov 2004 and are due to have a third system audit in May 2006	EMS ISO 14001, it is envisaged that when the Audit is performed in 2006 it will identify that the system has continually improved.		
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.	On going	Executive Director of Law & Hr	Formal system being established with records of files audited, recommendations from review, and follow up to establish when any recommendations are implemented	System established and in operation. Reviews have included procurement files and HR files, with recommendations for systems improvements		Further reviews of files in progress
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.	On going	Litigation Officer	100% success rate up to and including one court case presented in house by Litigation Officer. This represents a continuation of good practice.	96% recovery of debts passed from finance in this quarter.		

No.	Project / Activity	Methodology / 5 year target	Target 2005/06	Responsible Officer	Previous Quarter Report	2 nd Quarter Report	Traffic Light	3 rd Quarter Preview
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.	On going	Litigation Officer	Done	Four Employer Liability cases were closed in the 2 nd Quarter. One was within the 90% reserve. Two Public Liability cases were closed both were within 90 % of the reserve.		
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	On going	Executive Director of Law and HR	Several legal updates submitted to clt - e.g. explosives regs, sick pay, others in progress for reporting to the Authority (e.g. Regulatory Reform Order)	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 will be provided as and when appropriate

Appendix One

n.b 2004/5 figures to be added in quarter 3 following BVPI audits of all F&RS

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
WEST YORKSHIRE	5.4	6.9	7.7	8.8	7.5
GREATER MANCHESTER	10	12.4	10.6	10.9	10.5
SOUTH YORKSHIRE	10.2	10.7	8.8	8.8	9.6
WEST MIDLANDS	11.1	8.6	8.7	10.4	10.6
TYNE AND WEAR	12.7	12.1	11.7	10.5	10.9
LONDON	13.3	12.1	12.2	13.6	13.4
MERSEYSIDE	10	9.1	11.2	10.6	10.9

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
GREATER MANCHESTER	N/Av	12.6	10.7	11.3	10.9
LONDON	13.5	12.3	12.3	13.8	13.1
SOUTH YORKSHIRE	10.4	11	9.2	9.1	9.6
TYNE AND WEAR	13.3	13.1	12.7	11.5	10.8
WEST YORKSHIRE	N/Av	7.5	8	9.4	7.9
WEST MIDLANDS	11.3	8.3	9	10.6	10.9
MERSEYSIDE	10.6	10.1	11.3	11	11.9

BVPI 142(ii) Property and vehicle fires

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

BVPI 143(ii) Injuries from accidental dwelling fires

FIRE AND RESCUE SERVICE	1999/00	2000/01	2001/02	2002/03	2003/04
GREATER MANCHESTER	33.2	22.5	25.1	26.2	22
LONDON	12.8	11.6	12.2	12.9	11.3
SOUTH YORKSHIRE	9.8	11.5	13	9.8	11.4
TYNE AND WEAR	16.4	18.7	19.6	13.7	14.9
WEST YORKSHIRE	18.5	17.6	16.9	15.4	12.6
WEST MIDLANDS	13	9.2	9.2	10.8	7.7
MERSEYSIDE	31.9	28.7	24.9	14.18	9.4

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
GREATER MANCHESTER	2.6	2.3	2.5	2.3	2
LONDON	1.8	1.6	1.7	1.4	1.3
SOUTH YORKSHIRE	2.5	2.2	2.3	2.1	1.6
TYNE AND WEAR	1.5	1.2	1.2	1	0.9
WEST YORKSHIRE	1.3	1.3	1.4	1.2	1.1
WEST MIDLANDS	3.1	2	2	1.7	1.6
MERSEYSIDE	2.6	2	1.7	1.7	1.6

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
GREATER MANCHESTER	154.6	147.9	142.5	141.4	137.5
LONDON	174.6	180.8	184.2	183.2	183.4
SOUTH YORKSHIRE	112	120.5	126.3	124.7	118.1
TYNE AND WEAR	201.7	203.9	196.1	201.9	198.9
WEST YORKSHIRE	84.2	144.9	166.7	170.6	176.4
WEST MIDLANDS	96.4	107.1	107.9	118.5	133.5
MERSEYSIDE	159.3	157.3	146.4	124.8	165.2

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
GREATER MANCHESTER	£31.50	£32.30	£34.20	£35.20	£37.20
LONDON	£38.90	£39.20	£40.41	£42.40	£45.30
SOUTH YORKSHIRE	£28.10	£30.10	£29.70	£32.50	£33.50
TYNE AND WEAR	£37.70	£37.60	£40.30	£41.60	£43.80
WEST YORKSHIRE	£28.90	£30.50	£30.70	£32.10	£33.90
WEST MIDLANDS	£30	£31.30	£32.10	£33.70	£34.60
MERSEYSIDE	£39.50	£41.60	£42.50	£44.10	£45.20

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

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



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