

AGENDA ITEM:

<b>REPORT TO:</b>	<b>MERSEYSIDE FIRE &amp; RESCUE AUTHORITY ASSET MANAGEMENT &amp; SHARED SERVICES COMMITTEE</b>
<b>DATE:</b>	<b>10<sup>th</sup> DECEMBER 2009</b>
<b>REPORT NO.</b>	<b>CFO/273/09</b>
<b>REPORTING OFFICER:</b>	<b>CHIEF EXECUTIVE AND CHIEF FIRE OFFICER</b>
<b>CONTACT OFFICER:</b>	<b>COLIN SCHOFIELD, PFI PROJECT MANAGER 0151 296 4203</b>
<b>OFFICERS CONSULTED:</b>	<b>ANDY GROOM, LEAD OFFICER, MERSEYSIDE</b>
<b>SUBJECT:</b>	<b>PRIVATE FINANCE INITIATIVE - PROGRESS REPORT FOR THE PERIOD JULY - NOVEMBER 2009</b>

**APPENDIX A      TITLE:      MINUTES OF PROJECT EXECUTIVE BOARD  
14<sup>th</sup> AUGUST 2009**

**ATTACHED - HARD COPY**

**\*A Glossary of Terms has been provided at the end of this report for your reference**

Purpose of Report

1. To provide the Committee with a review of progress on the North West Fire & Rescue Services Private Finance Initiative (PFI) Project for the period July to November 2009 and to look forward to key milestones in the forthcoming months.

Recommendation

2. That:
  - (a) progress on the North West Fire & Rescue Services PFI Project be noted.
  - (b) a Special Meeting of the Authority be convened in February 2010 to consider the recommendations arising from the Final Tenders received for the Project.

- (c) funding for the proposed additional ICT expenditure be met from the PFI/Capital Finance Reserve, set up for that purpose.

### Executive Summary

The Project continues to run to timetable.

Competitive Dialogue has now closed following lengthy and detailed discussions with both bidders over a range of technical, legal/commercial and financial issues.

The Project Team have satisfied themselves that all information provided by both bidders is acceptable.

Partnerships UK have carried out the first phase of the second stage review of the Project, required by HM Treasury Project Review Group

All derogations from standard documentation have been discussed with CLG and PUK and agreed with both bidders.

All land and property issues have been resolved.

Further meetings have been held with North West Ambulance Service (NWAS) over Southport and other issues.

Meetings with staff from the stations and other personnel have continued over the period and will continue for the life of the Project.

Increased costs have been identified for provision of new and enhanced ICT equipment on Stations.

Further increased costs have been identified to ensure all Stations are properly equipped with mobilising equipment.

The Call for the Final Tenders has been issued with tenders due back before Christmas.

Following evaluation of the Tenders, a special meeting of the Authority is requested to consider the appointment of the Preferred Bidder and agree the affordability gap.

### Introduction & Background

3. Members will recall from previous reports that the Authority, in collaboration with Cumbria and Lancashire Fire and Rescue Authorities, has been successful in its bid for PFI credits to build 16 new Fire Stations across the three Authority areas.
4. The scope of the Merseyside element of the Project is as follows:

### New Stations (existing sites)

Belle Vale  
Birkenhead  
Bootle/Netherton  
Formby  
Kirkdale (with Operational Resource Centre (ORC) on same site)  
Newton le Willows  
Southport (combined Fire and Ambulance Station)

### Progress since the Last Report

5. There was one formal minuted meeting of the Project Executive Board in this period, on 14<sup>th</sup> August and, in accordance with Members' wishes, a copy of the minutes of this meeting is attached as Appendix A to this report.
6. The Project Team continues to meet on a monthly basis with a further five meetings having taken place in this period. Project Team work centres on the detail of the Project, particularly risk, procurement, planning issues, preparation for the next phase of the Project etc. Further monthly meetings are scheduled to the end of 2009 and throughout 2010.

### Timetable

7. The latest estimate for the Project timetable is as follows:-

ISRS Started	26 <sup>th</sup> June 2009
ISRS Concluded	November 2009
Competitive Dialogue Concluded	November 2009
Obtain Final Tenders	December 2009
Evaluation	January 2010
Authorities Approvals	February 2010
Partnerships UK Approval	February 2010
Appoint Preferred Bidder	February 2010
Financial Close	October 2010
Commence Work	November 2010
Commence Services (all sites)	March 2013

There has been no slippage from the overall timetable since Government approval to the Project in June 2008.

### Competitive Dialogue

8. Members will recall from previous reports that the Competitive Dialogue process started in October 2008 when six bidders were selected to participate in Dialogue and Invited to Submit Outline Solutions (ISOS).

9. Following an evaluation of the Outline Solutions submitted, culminating in report CFO/003/09 to a Special Meeting of the Authority on 15<sup>th</sup> January 2009, a shortlist of three bidders were invited to Submit Detailed Solutions (ISDS). This shortlist was also approved by Cumbria County Council and Lancashire Combined Fire & Rescue Authority in January 2009.
10. ISDS formally commenced on 26<sup>th</sup> January and concluded on 24<sup>th</sup> April 2009. Each of the bidders submitted detailed proposals by the deadline. Following detailed evaluation of the submissions and consideration of a report and recommendation, the following two bidders were invited to Submit Refined Solutions (ISRS):
  - Balfour Beatty Fire & Rescue
  - Safer Communities for the North West (sc4nw)

The ISRS was issued to both bidders on 26<sup>th</sup> June 2009.

11. The ISRS stage of the Competitive Dialogue process involved intense debate with both bidders. This went into all aspects of their proposals for all 16 sites together with associated contractual and financial issues. At all times the Project Team were at pains to ensure both bidders were treated equally and fairly and that relevant information was provided to both bidders at the same time.
12. Work was divided into three workstreams - Technical, Legal/Contractual and Financial. The Technical workstream concentrated on design, construction, compliance with the Authorities' requirements, sustainability, ecology, lifecycle replacement strategy, temporary accommodation, decant, facilities management and staff transfer. Legal/Contractual dealt with the Project Agreement and its associated Schedules, land and property title issues, indemnities and insurance and other contractual matters. The Financial workstream was concerned with the Payment Mechanism, financial models, funding structure and a range of other financial issues.
13. During the ISRS period there were 15 full day technical meetings with both bidders, and five full day joint Legal/Contractual and Financial meetings with both bidders. In addition there have been a range of site visits by bidders and by Project Team Officers, conference calls and ad-hoc meetings to try and progress issues on all workstreams.
14. 146 Clarification Notes have been issued to both bidders in response to enquiries and as a result of modifications to the Authorities requirements that have emerged during the course of Dialogue. In addition, 15 Confidential Clarification Notes were issued to Balfour Beatty Fire & Rescue and 8 Confidential Clarification Notes to sc4nw in response to commercially sensitive questions posed by the bidders.

15. Extensive use of the Project's electronic Data Room has been made during the Competitive Dialogue process. This provides a repository for bidders to upload plans and other documents which can be viewed and reviewed by Project officers. Extensive feedback has been given to both bidders on plans and proposals. The Project Team has also uploaded documentation for viewing by bidders. Access to the Data Room has been strictly controlled and bidders are not able to see what the other bidder has uploaded. Both bidders and Project Team officers received a daily electronic update on uploads and a summary was sent to both bidders in the form of a weekly circular, which also provided reminders of forthcoming meetings and deadlines.
16. There has been no formal evaluation of proposals during the ISRS stage of Competitive Dialogue, however, detailed proposals for every station and all generic documentation has been reviewed by the Project Team. In this respect, comments have been given to the bidders to improve their final submission and every single proposal has been determined as 'acceptable' during the Dialogue process.
17. When the project was given approval to proceed and awarded £66.4 million of PFI Credits by the Project Review Group (PRG) of HM Treasury on 17<sup>th</sup> June 2008, PRG determined that *"as this project is the largest Fire and Rescue Service Project, it has been selected for "second stage review"*. This is a two stage review covering compliance with standard form Contract guidance and affordability."
18. For the compliance element, the Project Manager provided Partnerships UK (PUK) with copies of both bidders' draft Project Agreements showing where they proposed derogations (with appropriate justifications, and the agreement of the Project Team) to the HM Treasury publication 'Standardisation of PFI Contracts' version 4 (SoPC4). PUK concluded their review on 19<sup>th</sup> November 2009 and commented back to the Project Manager with their approval to the proposed derogation. There was one additional comment from PUK which has subsequently been agreed by the relevant bidder.
19. In addition, although not part of the second stage review, the Project Manager has provided a full list of derogations (with justifications and Project Team agreements or comments) to the Fire & Rescue Service Standard Project Agreement, to Communities & Local Government (CLG). CLG officials have responded with their agreement to most of the proposed derogations and their comments on a small number, which have been discussed further with both bidders and either agreed or the derogation removed.
20. The affordability element of the second stage PRG review can only be undertaken when the two Final Tenders have been received. A further report will be provided to Members when this is completed in February 2010.

21. All land and property issues have now been resolved with both bidders. In the majority of cases, the successful bidder will take on any risk involved at each site. However, there are a number of issues at many sites where the bidder is not willing or able to take on the risk, such as restrictive covenants, missing title, removal of third party property (eg. aerial masts, transit boxes) etc. In these cases, the bidders make site assumptions which, in contractual terms, turn into 'compensation events' if the assumption turns out to be wrong. If such an event were to happen, the successful bidder would be entitled to claim either additional time or money to compensate them for delays caused by that event. Following consultation with the authorities' Lead and Legal Officers the relevant compensation events have been agreed by each Authority.
22. As a result of all the work that has taken place with both bidders, the Project Manager has now agreed to close Dialogue and Call for Final Tenders. Now that Dialogue has closed, only fine tuning and clarification of issues can now take place.

### Other Issues

23. Further meetings have been held with personnel from North West Ambulance Service (NWAS) to ensure their needs are catered for in the new joint Fire and Ambulance Station at Southport. One of these meetings was at Executive Director Level. To this end, proposals and plans for both bidders have been shared with NWAS officers for comment and approval. These meetings also seek to ensure that there are no issues with NWAS which could delay or hinder the Project in any way. Such issues include a shared boiler and other utilities at Birkenhead, party walls at Birkenhead and Newton-le-Willows, a fuel tank at Newton-le-Willows which crosses the boundary between the premises and a number of other items. The Chief Executive and Chief Fire Officer can confirm that progress is being made on all these issues but that there are one or two matters which are becoming increasingly time critical. Discussions are ongoing on these matters and urgent responses are being sought.
24. A temporary Fire and Ambulance Station will operate at Fairway, Southport (the current 'park and ride' site) during the demolition and building works at the current Southport site. A lease with Sefton Borough Council for the use of this site is nearly finalised and officers from the Authority are pushing their opposite numbers in the Council to conclude work on the document in the near future.
25. A lease with NWAS for the shared use of the temporary accommodation at Fairway has been prepared and is with NWAS for comment. Similarly, a 25 year lease for the shared use of the new joint Fire and Ambulance Station at Manchester Road is awaiting NWAS legal advisors comments. Members are asked to note that NWAS will be charged for the facilities in the new Station that they will occupy exclusively and pro rata for the facilities they will share with Fire & Rescue Service personnel. NWAS pay no rent for their use of office accommodation at the current Southport Fire Station.

26. The Merseyside Lead Officer continues to meet with representatives of each of the stations involved. These station representatives have been of enormous help to the Project in providing input to what is needed on each of the new stations and by providing a conduit for dissemination of information to other personnel on those stations. In addition, the Merseyside Lead Officer continues to visit all watches and other staff on each of the stations to show them the bidders proposals and keep them advised of progress. Other meetings have been held with other staff group affected by the proposals, e.g. Fire Safety personnel and Station Locality Managers. This is a particularly important workstream as all Stations (except Bootle/Netherton) will have to move into temporary accommodation during the building works and the decant and mobilising process will take a lot of ongoing management.
27. The Merseyside Lead Officer has also had several meetings with planning officers for Merseyside Local Councils and Police Architectural Liaison Officers to ensure that the designs being put forward by both bidders are acceptable to them.
28. The Executive Leadership Team have been kept updated by presentations from both bidders (in July 2009) and by updates to the Project Manager. Senior Management Teams from both Lancashire and Cumbria have also received presentations from bidders.
29. Regular meetings have been held with lead financial officers from each of the Authorities, together with the Project's external financial advisors to look at the financial models produced by both bidders to ensure (as far as practicable) that both Final Tenders will be affordable, to ensure that the Payment Mechanism will work effectively (whichever bidder is selected) and to deal with any other financial issues arising. One of the meetings was attended by the Lead Finance Officer from Sunderland City Council who led on financial matters on the recent NEFRA PFI Project. This was of great benefit to the Project in terms of lessons learned.
30. Lead Officers from the three Authorities have worked together very closely to ensure, as far as is practical, that as much commonality as possible has been built into the designs. This will lead to economies of scale being passed to the Authorities. This has also been a very useful exercise as each of the Lead Officers has assisted the others in checking bidders proposals and designs, again to the benefit of all three Authorities.
31. Further work is ongoing to produce the second Joint Working Agreement (JWA) between the Authorities which will come into operation post Financial Close. This will set out in legal terms how the Authorities will deal with the successful bidder and will cover a range of matters including payments, effect of breaches by the Contractor or by one or more of the Authorities, the issue of joint and several liability etc. Significant progress has been made, but it will not be possible to finalise all details until the Preferred Bidder is known. The JWA will be brought back to each Authority for approval prior to Financial Close.

32. Further meetings have taken place with Officers on the Regional Control Centre (RCC) Project to ensure, as far as is possible, that any adverse impacts on either Project are minimised.
33. Several meetings have been held with CLG officials to ensure they were aware of, and satisfied with, progress on the Project.
34. A number of meetings have been held with officers from ICT department and with telent, as main contractors. It is intended to provide new and enhanced ICT equipment on all PFI Stations and budgetary provision has been made (see below). The ICT equipment will be provided and maintained by the Authority as this is the most cost effective solution. The bidder will provide the hard wiring in which the computers, telephones and mobilising equipment can be connected.
35. As a result of these ICT meetings, telent propose to appoint a Project Manager to plan for and arrange the transfer of mobilising equipment on the Stations. As an example, the temporary accommodation at Fairway, Southport will have to have mobilising equipment installed, tested and working before personnel from Southport Fire Station can move in. The existing mobilising equipment at the current Southport Fire Station will have to be decommissioned (to be used elsewhere, if possible) prior to the Station being demolished. Then, when the new Station is built, mobilising equipment will have to be installed, tested and working before personnel can move from the temporary accommodation to the new Station. The mobilising equipment for the temporary accommodation will then have to be removed before the bidder removes the temporary accommodation. This is further complicated by the need to ensure that NWAS mobilising equipment is also installed (Southport only) and by the fact that the PFI build programme overlaps with the move to RCC which requires different Station-end mobilising equipment. Budgetary provision has been made for this work which includes the requirement to purchase several additional sets of mobilising equipment to ensure each Station, either permanent or temporary, is fully operational at the carefully planned and programmed times.
36. Further meetings have been held with insurance officers from each of the Authorities to update them and brief them on the insurance implications of the Project, particularly in terms of which aspect the Authority will continue to insure and which the Preferred Bidder will insure. This should make certain there is no duplication or gaps in insurance cover.
37. A progress report (NW/28/09) was submitted to the North West Fire & Rescue Management Board on 15<sup>th</sup> July 2009 keeping Members from all the North West FRA's up to date with the Project. Further reports will be submitted at the appropriate time. Progress was also reported to the CFOA NW regional meeting on 5<sup>th</sup> August 2009.



38. Another important task completed was the provision of Section 278 Agreements for each site. This work was carried out by Capita Symonds following receipt of competitive quotations, and involved agreement with each of the Local Authorities across the Project over vehicular access to and egress from the sites and the highways works required to facilitate this work. The designs have been presented to each of the Bidders for incorporation into their overall site designs and cost estimates.
39. Further training was carried out with the Project Team to ensure they were able to conclude the Competitive Dialogue process, having taken on board all the relevant considerations. This training was carried out by Local Partnerships (a government backed organisation).
40. Further meetings were held with the Project Teams from London FEPA and Gloucestershire FRS who are proceeding with PFI projects in the same round as the North West. This allows sharing of experiences, best practice, documentation and lessons learned. In addition, advice has been given to Project Teams that have been successful in their bids for PFI funding in the next round.
41. A meeting has been held with Merseyside Superannuation Fund to attempt to facilitate the Preferred Bidder obtaining 'Admitted Body Status' to the Local Government Pension Scheme (LGPS). Cleaning staff who were transferred to the Preferred Bidder under TUPE Regulations will have their pensions transferred to the Preferred Bidder but can also remain in the LGPS, if they wish. In addition, arrangements are being put in place for any cleaners from Cumbria or Lancashire who are in the LGPS, to be transferred to the Merseyside Scheme, thus avoiding the (cost of the) bidders applying for 'Admitted Body Status' to three different LGPS.
42. Documentation has been prepared to enable the 'Call for Final Tenders' exercise to be issued at the appropriate time.

### Next Steps

43. At time of writing (19<sup>th</sup> November 2009) it is anticipated that the Call for Final Tender documentation will be issued in early December with Tenders received before the Christmas break. A three week turnaround period is all that is necessary as all the contractors proposals for both bidders have previously been seen by the Project Team and deemed to be acceptable.
44. Tenders are due to be evaluated in January 2010 and a report, recommending the Preferred Bidder will be submitted to the Project Executive Board in late January 2010. Assuming Executive Board approval, reports will be presented to each of the three Authorities recommending appointment of the Preferred Bidder and confirming the affordability gap each Authority will be asked to fund. These reports will include the Final Business Case (FBC) for the Project, which also requires CLG approval (after the Authorities have approved it). PUK will also carry out the second phase of the second stage review on affordability as part of the approvals process (see paragraph 17 above).

45. To this end, Members are asked to agree to a special Authority meeting being convened to consider the FBC, report and recommendations. One option might be to convert the meeting of the Asset Management & Shared Services Committee, scheduled for 25<sup>th</sup> February to a full Authority meeting for this purpose.
46. A further Gateway Review of the Project has been arranged for the 15th-17th December 2009. The Gateway Review team will be interviewing key stakeholders, including the Chair of this Committee as well as appropriate Officers from within and outside the Project. As previously determined by the Authority, a copy of the final report and recommendations from the Review Team will be presented to the Authority.

#### Health & Safety and Environmental Implications

47. The Project's Construction, Design & Management (CDM) Co-ordinator has written to each of the Bid Directors and obtained proof of the competence of their designers and constructors, management arrangements, details of designers site specific hazard identification and clarification schedules and confirmation that the new buildings will comply with any requirement of the Workplace (Health, Safety & Welfare) Regulations 1992. The CDM Co-ordinator is satisfied with this at the current time. The process of assessment and evaluation will continue and become more detailed as the Project moves forward.
48. The Lead Officer for Merseyside attends the regular Health & Safety meetings held at Service Headquarters and this allows feedback on any issues that may arise. He has also held a meeting with the Health and Safety Manager at which a number of safety aspects of the new stations were discussed.
49. One of the essential elements of the Project is the requirement for bidders to outline energy efficient facilities included in their proposals and the extent of recycled and other appropriately sourced materials to be used. It is a minimum requirement that each Station achieves a score of 'Very Good' and ideally an 'Excellent' mark against the Building Research Establishment Environmental Assessment Method(BREEAM) methodology. BREEAM is the leading and most widely used environmental assessment method for buildings. It sets the standard for best practice in sustainable design and has been one of the de facto measures used to describe a buildings environmental performance. Part of the evaluation of bidders proposals will be based around these issues.
50. The Merseyside Lead Officer also attends meetings of the Regional Sustainability Group.

#### Equality & Diversity Implications

51. None arising directly from this report. Both initial and full Equality Impact Assessments (EIA) have been now completed for the Project.

## Financial Implications & Value for Money

52. The cost of providing the new additional ICT equipment at all PFI Stations equates to some £25,000. The cost of replacement of existing ICT equipment will be met from the agreed capital programme. The cost of purchasing supplementary mobilising equipment and for telnet to provide a Project Manager is some £209,000 (Ed Franklin to confirm figure). As Members will recall, they set up a PFI/Capital Financing Reserve with a view to funding additional expenditure beyond the Bidders Unitary Change from the Reserve. This reserve currently stands at £500,000 and is likely to increase to £750,000 following the Quarter Two Financial Review. It is recommended that this additional expenditure be funded from this Reserve.

### Contribution to Achieving the Vision:

“To Make Merseyside a Safer, Stronger, Healthier Community”

53. The North West Fire & Rescue Services PFI Project has a range of objectives which link back to the Vision Statements of all three participating Authorities.

## **BACKGROUND PAPERS**

- Fire & Rescue Service Circular 11-2005 “Private Finance Initiative and the Fire & Rescue Service – Round 5” - 16<sup>th</sup> March, 2005.
- Report CFO/212/05 “Acquisition of Land”, Policy & Finance Committee, 25<sup>th</sup> May 2005.
- Report NW/14/05 “NW PFI – Expressions of Interest” – joint report of the Chief Fire Officers of Merseyside, Lancashire and Cumbria, North West Fire & Rescue Board, 25<sup>th</sup> May, 2005.
- Report CFO/259/05 “Bid for PFI Credits (Fire & Rescue Service Fifth Bidding Round)”, Policy & Finance Committee, 15<sup>th</sup> December, 2005.
- Report CFO/37/06 “North West PFI Project – Project Management Arrangements”, Merseyside Fire & Rescue Authority, 28<sup>th</sup> February, 2006.
- Report CFO/100/06 “Private Finance Initiative – Progress Report”, Merseyside Fire & Rescue Authority, 6<sup>th</sup> June, 2006.
- Report NW/27/06 “North West Fire & Rescue Services PFI Project – Project Report”, North West Fire & Rescue Management Board, 19<sup>th</sup> July, 2006.
- Report CFO/186/06 “Private Finance Initiative – Progress Report”, Merseyside Fire & Rescue Authority, 14<sup>th</sup> November, 2006.
- Report CFO/225/06 “North West Fire & Rescue Services PFI Project – Joint Working Agreement”, Policy & Finance Committee, 14<sup>th</sup> December, 2006.

- Report CFO/04/07 “Private Finance Initiative – Progress Report for the period October – December 2006”, Merseyside Fire & Rescue Authority, 23<sup>rd</sup> January, 2007.
- Report CFO/36/07 “Integrated Risk Management Plan and Associated Action Plan”, Merseyside Fire & Rescue Authority, 22<sup>nd</sup> February 2007.
- 4P’s Gateway Review O-Strategic Assessment - 26<sup>th</sup> – 28<sup>th</sup> February 2007.
- Report CFO/52/07 “North West Fire & Rescue Services PFI Project – Outline Business Case”, Merseyside Fire & Rescue Authority, 20<sup>th</sup> March 2007.
- Report CFO/89/07 “Private Finance Initiative – Progress Report for the period January – April 2007”, Merseyside Fire & Rescue Authority, 15<sup>th</sup> May 2007.
- Report CFO/103/07 “North West Fire & Rescue Services PFI Project – Kirkdale Fire Station”, Merseyside Fire & Rescue Authority, 26<sup>th</sup> June 2007.
- Report CFO/125/07 “North West Fire & Rescue Services PFI Project – Outline Business Case”, Merseyside Fire & Rescue Authority, 26<sup>th</sup> June 2007.
- Report NW/27/07 “North West Fire & Rescue Service PFI Project – Progress Report”, North West Fire & Rescue Management Board, 18<sup>th</sup> July 2007.
- Report CFO/159/07 “Private Finance Initiative – Progress Report for the period May – August 2007”, Merseyside Fire & Rescue Authority, 13<sup>th</sup> September 2007.
- Report CFO/202/07, “Private Finance Initiative – Progress Report for the Period September – October 2007”, Merseyside Fire & Rescue Authority, 13<sup>th</sup> November.
- Report CFO/01/08, “Private Finance Initiative – Progress Report for the period November to December 2007”, Merseyside Fire & Rescue Authority, 22<sup>nd</sup> January 2008.
- Report CFO/48/08, “Telecommunications Equipment at PFI Stations”, Merseyside Fire & Rescue Authority, 18<sup>th</sup> March 2008.
- Report CFO/69/08, “Private Finance Initiative – Progress Report for the period January – February 2008”, Merseyside Fire & Rescue Authority, 18<sup>th</sup> March 2008.
- Report CFO/96/08, “Private Finance Initiative – Progress Report for the period March – April 2008”, Merseyside Fire & Rescue Authority, 13<sup>th</sup> May 2008.
- Report CFO/135/08, “Private Finance Initiative Project – Gateway Review Report”, Merseyside Fire & Rescue Authority, 26<sup>th</sup> June 2008.

- Report CFO/144/08 “Private Finance Initiative – Progress Report for the period May – June 2008”, Merseyside Fire & Rescue Authority, 26<sup>th</sup> June 2008.
- Report CFO/198/08 “ Private Finance Initiative – Progress Report for the period July – August 2008”, Merseyside Fire & Rescue Authority 25<sup>th</sup> September 2008.
- Report NW/32/08 “North West Fire & Rescue Services PFI Project – Progress Report”, North West Fire & Rescue Management Board, 15<sup>th</sup> October 2008.
- Report CFO/235/08 “Private Finance Initiative – Progress Report for the period September – October 2008”, Asset Management & Shared Services Committee, 17<sup>th</sup> November 2008.
- Report CFO/003/09 “North West Fire & Rescue Services PFI Project – Selection of Shortlist for Next Phase of Competitive Dialogue”, Merseyside Fire & Rescue Authority 15<sup>th</sup> January 2009.
- Report CFO/055/09 “Private Finance Initiative – Progress Report for the period November 2008 – February 2009”, Asset Management and Shared Services Committee 3<sup>rd</sup> March 2009.
- Report CFO/096/09 “Telecommunications Masts on PFI stations”, Strategy & Resources Committee 23<sup>rd</sup> April 2009.
- Report CFO/110/09 “Private Finance Initiative” – Progress Report for the period March & April 2009”, Asset Management & Shared Services Committee, 15<sup>th</sup> May 2009.
- Report CFO/111/09 – “North West Fire & Rescue Services PFI Project – Effect of the Global Economic Situation on the Project Finances” – Asset Management & Shared Services Committee, 15<sup>th</sup> May 2009.
- Report PFI/05/09 – “NWFRS PFI Project – Selection of Short List for Refined Solutions Stage of Competitive Dialogue” – NWFRS PFI Project Executive Board 29<sup>th</sup> May 2009.
- Report CFO/169/09 “Private Finance Initiative - Progress Report for the period May & June 2009”, Asset Management & Shared Services Committee, 9<sup>th</sup> July 2009.
- Report NW/28/09 “North West Fire & Rescue Service PFI Project – Progress Report” – North West Fire & Rescue Management Board, 15<sup>th</sup> July 2009.

## **Glossary of Terms**

BREEAM	Building Research Establishment Environmental Assessment Method
CDM	Construction (Design & Management) Regulations 2007
CLG	(Department of) Communities & Local Government
EIA	Equality Impact Assessment
FBC	Final Business Case
ISDS	Invitation to Submit Detailed Solutions
ISOS	Invitation to Submit Outline Solutions
ISRS	Invitation to Submit Refined Solutions
JMA	Joint Working Agreement
LGPS	Local Government Pension Scheme
NEFRA	North East Fire & Rescue Authorities
NWAS	North West Ambulance Service
ORC	Operational Resource Centre
PFI	Private Finance Initiative
PRG	Project Review Group
PUK	Partnerships UK
RCC	Regional Control Centre
sc4nw	Safer Communities for the North West
SoPC4	“Standardisation of PFI Contracts” version 4
TUPE	Transfer of Undertaking (Protection of Employment) Regulations