

## Performance and Programme Board – Programme Health Report

All data supplied in the report has been populated directly from the Cheshire Planning System.

<b>Reporting Period</b>	<b>FROM</b>	<b>1<sup>st</sup> January 2022</b>	<b>TO</b>	<b>31<sup>st</sup> March 2022</b>
-------------------------	-------------	------------------------------------	-----------	-----------------------------------

### DECISIONS TAKEN AT PERFORMANCE AND PROGRAMME BOARD



The following Closure Reports and PIDs were approved:



1587 Purchase of a High Reach Fire Engine  
1604 Corporate Comms  
1589 Fire Protection in HMOs  
1058 Sprinkler Campaign 12/13  
1582 Floodwater Response


PIDs:



1558 Replacement of Crewe Fire Station  
1606 Wilmslow Transition to DC1



### Governance and Commissioning

1226		BLUE LIGHT COLLABORATION PROGRAMME		
PROGRAMME SPONSOR		Chief Fire Officer	PROGRAMME MANAGER	Director of Governance and Commissioning
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
<b>Programme Update</b>				
Awaiting Closedown Report				

1558		REPLACEMENT OF CREWE FIRE STATION			
PROJECT SPONSOR		Director of Governance and Commissioning	PROJECT MANAGER		Group Manager Governance and Commissioning
Previous status	Current status	<u>Explanation</u> (where status is red or amber)			
					
<b>Project Update</b>					
The award of the build contract has been approved by Members of the Estates and Property Committee, with the contract now signed by CFRS and ISG. The manufacture of the temporary fire station will begin on the 25th April 2022 and all non-operational staff who are based at Crewe fire station have now been allocated new locations to work from.					

1557		STATION MODERNISATION PROGRAMME			
PROGRAMME SPONSOR		Director of Governance and Commissioning	PROGRAMME MANAGER		Group Manager Governance and Commissioning
Previous status	Current status	<u>Explanation</u> (where status is red or amber)			
N/A		Programme paused, specifications and requirements to be reviewed			
<b>Programme Update</b>					
Following the decision to pause the fire station modernisation programme, the team have been reviewing all aspects of the programme. This will allow officers to present a range of options to Members before they make a decision about how to proceed. The team now includes a number of additional professional external advisors. This ensures that sufficient challenge will take place before proposals are presented to Members.					
Ellesmere Port and Warrington fire stations are undergoing a feasibility study and comparison of costs, exploring the potential for a new build at each location vs the refurbishment of the existing structures.					

1606		Wilmslow Transition to DC1	
PROJECT SPONSOR		Assistant Chief Fire Officer	PROJECT MANAGER
			Head of Service and Delivery
Previous status	Current status	<u>Explanation</u> (where status is red or amber)	
			
Project Update			
<p>Prior to the decision by the Fire Authority to proceed to purchase 9 houses in Wilmslow, officers had proposed a checklist to assist with: assessment of suitability of the property; and approval to proceed to make an offer.</p> <p>Whilst no properties were under offer and proceedings in Quarter 4, as it stands at the date of the release of this report 3 houses are proceeding.</p> <p>Crews at Wilmslow have been kept up to date with developments through regular briefings via the Station Manager and Service Delivery Manager.</p> <p>Station Managers are developing and refining the Redeployment and Transition policy and process. They plan to perform a dry run test of the process to establish the intentions of individuals who work at Wilmslow.</p>			

1591		MICROSOFT 365 IMPLEMENTATION	
PROJECT SPONSOR		Director of Governance and Commissioning	PROJECT MANAGER
			Project Manager, Governance and Commissioning
Previous status	Current status	<u>Explanation</u> (where status is red or amber)	
		Defects with testers are minimal full roll out is progressing as planned	
Project Update			
<p>Phase 1 - Azure build, configure and test</p> <p>Comms Care successfully completed testing and the design and build of the Azure environment which has now been signed off. This is the environment to store information.</p> <p>Phase 2 -Technical Pilot (User Testing)</p> <p>The Technical Pilot commenced in early March 2022, with 25 users testing M365 for a period of 4-5 weeks. Very few defects and issues have been identified and a number of benefits have been identified in the shape of faster applications</p>			

and faster devices. Pending sign-off by the organisation on the 26th April, a move into Phase 3 (the wider roll out of M365) looks highly likely.

**Phase 3 - Training material prep and Full roll-out**

Planning for the Laptop and Desktop roll-out has started and the roll-out will begin in earnest on the 4th May. An M365 Intranet section has been created and houses a range of useful guides and information linked to the roll out process and to M365 itself. On the run up to the roll-out, a weekly M365 Green article is being published to ensure the organisation is fully aware of the upcoming changes.


The full roll-out is due to complete by early June 2022. It is expected that there will be some on-going mop up required for users that were unable to attend the upgrade dates.

Following this the team will roll-out the upgraded Virtual Desktops to the joint corporate service teams and then begin to plan the upgrade of mobile phones to the Service.



**Phase 4 - Teams implementation and business pilot**



An initial workshop with Valto is due to take place on April 20th to begin the discussion around how the Service wants to implement Microsoft Teams. Once requirements are understood, more accurate planning for the roll out of Teams can commence.


NB: Teams is much more than video conferencing.



1604 RE-ESTABLISHMENT OF IN-HOUSE COMMUNICATIONS AND ENGAGEMENT DEPARTMENT			
PROJECT SPONSOR		Director of Governance and Commissioning	PROJECT MANAGER
			Project Manager, Governance and Commissioning
Previous status	Current status	<u>Explanation</u> (where status is red or amber)	
	N/A		
<b>Project Update</b>			
This project is now closed, following the successful transfer of staff from joint corporate services to employment of the Service.			

**Operational Policy Assurance**

1553		OPERATIONAL TRAINING GROUP REVIEW			
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER		Service Delivery Station Manager
Previous status	Current status	<u>Explanation</u> (where status is red or amber)			
					
<b>Project Update</b>					
<p>The Head of Department has met with the whole Operational Assurance and Testing Team (OATT) on 29th March and reviewed progress against the objectives to date. The team have been tasked with reviewing some of their existing practices to ensure the objectives can be delivered. Due to the impact of covid and the fact that the pilot has straddled two training years it is very difficult to evaluate the pilot comprehensively. As such the management team are considering whether to extend the pilot for a further 12 months from 1st April 2022 to 31st March 2023. This decision will be made following the April Joint Consultative and Negotiation Panel (JNCP).</p>					

1586		PURCHASE A WATER CARRIER			
PROJECT SPONSOR		Head of Operational Policy and Assurance	PROJECT MANAGER		Group Manager Operational Policy and Assurance
Previous status	Current status	<u>Explanation</u> (where status is red or amber)			
					
<b>Project Update</b>					
<p>Fabrication of the water pod continues on schedule at PrimeX/Leach Steel. Fabrication and paint forecast to be completed by the middle of April. Once collected the pod will require further work by CFRS fleet to add batteries, lighting and livery.</p> <p>The converted Prime mover has different hook lift controls to our existing prime movers in fleet and so hook lift operators at Ellesmere Port will require further training from the three hook lift instructors.</p> <p>Driving school have also confirmed that familiarisation training will be required for the drivers due to the shifting load of a 9000l water tank. This training will be organised in liaison with the Station managers at Ellesmere Port and Powey Lane, Driving School Manager and Project Manager.</p>					

1587		PURCHASE OF A HIGH REACH FIRE ENGINE		
PROJECT SPONSOR		Head of Operational Policy and Assurance	PROJECT MANAGER	Group Manager Operational Policy and Assurance
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
	N/A			
<b>Project Update</b>				
<p>High Reach Extending Turrent (HRET) is now an operational appliance based at Macclesfield Fire Station, a feedback form has been produced and will be completed by Crew Managers and Watch Managers at Macclesfield when attending incidents that have utilised the new HRET features such as foam delivery or spike / lance.</p> <p>The HRET appliance was sent back to E1 after being on station for several weeks, due to crews reporting issues with the camera and control hardware, this was quickly rectified.</p>				



1313		EMERGENCY SERVICES MOBILE COMMUNICATIONS PROGRAMME (ESMCP)		
PROJECT SPONSOR		Head of Operational Policy and Assurance	PROJECT MANAGER	Group Manager Operational Policy and Assurance
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
		The National programme continues to experience major delays. Therefore, the projected savings from decommissioning Airwave are also delayed.		
<b>Project Update</b>				
<p>Assure 1.9 handheld devices have now been released to region enabling testing of data signals in buildings and critical operational locations (COL's). Testing is yet to resume as adequate resources are identified and trained by the project.</p> <p>Work has been undertaken at regional level to ascertain if the bandwidth of data connections to North West Fire Control (NWFC) are adequate for the adoption of the Emergency Services Network (ESN). This work is ongoing with other NWFC partners.</p> <p>Financial restructuring of the project at regional level has been carried out by Fire Customer Group, this has resulted in the loss of the regional Project Manager and increased workloads for Service Project Managers. Further work is being undertaken with the support of finance to ensure the service is meeting its commitments when drawing down funding.</p> <p>A Station Manager has taken up the regional role on the operational assurance working group. This group aims to test the devices and network from a fire service perspective through scripted exercises. It is not envisaged at this time that Cheshire will be hosting an exercise but the opportunity may arise to take part in cross border events.</p>				



Major risks remain potential financial implications for the organisation should the project fail to meet current predicted implementation timescales (2025/26).

Cheshire Planning System (CPS) risk profile and critical milestones have been reviewed and updated.



1593		SPECIALS REVIEW	
PROJECT SPONSOR		Head of Operational Policy and Assurance	PROJECT MANAGER
		Group Manager Operational Policy and Assurance	
Previous status	Current status	Explanation (where status is red or amber)	
N/A	N/A		
<b>Project Update</b>			
<p>PID submitted to SMT for consideration at the 28th March 2022 meeting.</p> <p>SMT had a detailed discussion about the PID and it was felt that further information was required that included the following:-</p> <ul style="list-style-type: none"> <li>- Comms Team to be included in the Stakeholder list / Project Team</li> <li>- Critical Milestones to be included along with implementation dates</li> <li>- Responsible person to be listed against each of the Critical Milestones</li> <li>- Inter-dependencies</li> <li>- EIA to be built into the Project Management Process</li> <li>- Post Implementation Review</li> <li>- Link to Fleet Strategy</li> <li>- List what proposing to purchase this year including costs</li> <li>- Link to the Fire Cover Service Improvement Review</li> </ul> <p>It was agreed that:</p> <p>[1] the report and comments raised be noted.</p> <p>[2] further work to be undertaken on the Specials Review PID and submitted as part of the Budget Bid</p> <p>PID expected Q1 - July 2022.</p>			



**Service Delivery**

1556		ON-CALL PROGRAMME		
PROGRAMME SPONSOR		Head of Service Delivery	PROGRAMME MANAGER	Group Manager Cheshire West and Chester
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
<b>Programme Update</b>				
Closedown report expected Q1 – July 22.				

1578		EXPANSION OF RAPID RESPONSE RESCUE UNITS (RRRU)		
PROJECT SPONSOR		Head of Service Delivery	PROJECT MANAGER	Service Delivery Manager – Halton and Warrington
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
<b>Project Update</b>				
<p>The first ten Toyota hi-luxes (Middlewich, Alsager, Malpas, Audlem, Knutsford, Stockton Heath, Tarporley, Frodsham, Sandbach &amp; Holmes Chapel) have completed workshop checks, have had additional conspicuity lighting fitted and equipped with the agreed inventory of equipment. They are being delivered to stations currently.</p> <p>The driver training for the existing Emergency Fire Appliance Driver (EFAD) drivers is ongoing with all of the stations now having some drivers in place, driving courses are currently booked until the end of May 2022 to capture the remaining and upskill them to RRRU.</p> <p>The final piece of work to be completed is to configure the Gartan Availability software to reflect the new crewing rules and availability of RRRUs. This will allow their status to be passed accurately to North West Fire Control to ensure they are deployed to the right types of incidents. Testing of this is due to take place week commencing 2<sup>nd</sup> May 2022.</p> <p>CFRS are still awaiting the 11th Toyota Hilux which has an uprated engine and towing capacity for the wildfire capability for Poynton. There is also the Mercedes Sprinter which will double as the ARU (Animal Rescue Unit) for Bollington. The anticipated delivery date for that vehicle is later this month.</p> <p>The working group meetings are continuing, the anticipated "Go live" date for the project should be during May 2022.</p>				



1582		REVIEW OF FLOOD/WATER RESPONSE PROVISION		
PROJECT SPONSOR		Head of Service Delivery	PROJECT MANAGER	Group Manager - Cheshire East
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
<b>Project Update</b>				
<p>The initial review was completed and a report submitted to SMT. One immediate outcome involved the creation of a further project which was established to rollout individual floodsuits to non swiftwater rescue specialist responder operational personnel. A further outcome was that the data that was utilised for the review received further analysis to establish what, who and how operational resources were utilised in the 450+ incidents that were considered. In addition, a process to monitor the deployment of teams in swiftwater rescue scenarios or when floodsuits are required for a further twelve months has also been implemented. This is to enable more accurate understanding of the need and to determine, as part of the Fire Cover review, whether further changes in locations of swiftwater assets are required. A closedown report has been submitted and is currently under sponsor review.</p>				

1588		DEVELOP A NEW WILDFIRE CAPABILITY		
PROJECT SPONSOR		Head of Service Delivery	PROJECT MANAGER	Station Manager - Macclesfield and Wilmslow
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
<b>Project Update</b>				
<p>The initial elements of the project have been delivered, with the four designated wildfire stations receiving specialist equipment. All firefighters based at Congleton, Poynton, Macclesfield and Bollington have been issued with wildfire specific personal protective equipment (PPE). Firefighters at these stations have received training in the use of all equipment and completed a 1 day introduction to wildfire / Fire Operations Group Course (FOG).</p> <p>The mobilisation of this capability went live at North West Fire Control (NWFC) at 9am on 4th April 2022. Following this incident commanders can request the attendance of a wildfire unit with the specialist equipment and training at an incident.</p> <p>The All-Terrain vehicle elements of the Wildfire Capability Project have interdependencies with other elements of the organisation and ongoing projects that have presented challenges to deliver this project as forecasted.</p> <p>The All-Terrain vehicle will be towed by a Toyota Hilux vehicle procured through the RRRU project. CFRS Fleet department do not have a confirmed delivery date for the vehicle but the estimated delivery is due April to May. The</p>				



initial order of the vehicle was delayed due to comprehensive engagement with firefighters at Poynton, considering all vehicle options.



All Emergency Fire Appliance Driver (EFAD) drivers at Poynton require driver training for use of the Rapid Response Rescue Units (RRRU). Delivery of this training has been delayed due to various challenges, including the number of driving instructors available and the prioritisation of other driving functions. To date four of the drivers at Poynton have now had this training.



To safely tow the All-Terrain vehicle, the drivers will also receive a trailer familiarisation one day course. Due to challenges this will be delivered by a third party. Driving school have now received three quotes for this training under procurement rules and are in a position to organise dates. The crew at Poynton are liaising with the training supplier to arrange dates.



The All-Terrain vehicle requires driver and operational training for the vehicle and ancillary equipment. CFRS have received three quotes for this training and can proceed following successful completion of the trailer course.



**Prevention and Protection**



1058		SPRINKLER CAMPAIGN 2014			
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER		Head of Prevention and Protection
Previous status	Current status	<u>Explanation</u> (where status is red or amber)			
					
<b>Project Update</b>					



1549		HIGH RISE SPRINKLER CAMPAIGN 2018			
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER		Head of Prevention and Protection
Previous status	Current status	<u>Explanation</u> (where status is red or amber)			
					
<b>Project Update</b>					
<p>Work is ongoing to arrange a media opportunity with Guinness Housing Trust to celebrate and publicise the installation at Waverley Court, Crewe and Sanctuary Housing for the 9 installations in Cheshire West. The funding is yet to be transferred to Sanctuary Housing but the agreement to do so is being consulted on at present.</p> <p>A sprinkler save took place at one of the Sanctuary properties in the last quarter when a fire started in an e-bike and the sprinkler system extinguished it.</p> <p>Work is ongoing with Torus Housing regarding Kingsway House, Warrington regarding their sprinkler project which will be the 18th sprinklered high rise.</p>					

1554		PROTECTION REVIEW			
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER		Head of Prevention and Protection
Previous status	Current status	<u>Explanation</u> (where status is red or amber)			
					
<b>Project Update</b>					
Closedown report expected Q1- July 2022.					

1577		REVIEW OF THE RISK BASED INSPECTION PROGRAMME (RBIP)			
PROJECT SPONSOR		Head of Prevention and Protection	PROJECT MANAGER		Protection Manager
Previous status	Current status	<u>Explanation</u> (where status is red or amber)			
		There has been some slippage against key milestones, but inspection activity continues.			
<b>Project Update</b>					
The RBIP is fully operational and teams are working from the new risk lists. Communication is taking place regularly to ensure smooth operation of the RBIP and staff are clear on expectations and processes. The import of the RBIP data in to SAFFIRE has taken place but unfortunately due to the data quality this has created a number of duplicate records. Work is now taking place to determine the best long term fix for this. Interim work arounds have been implemented and all staff have been made aware.					

1594 SPRINKLERS SAVE LIVES CAMPAIGN 2021/22				
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER	Head of Prevention and Protection
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
<b>Project Update</b>				
<p>The 12 month campaign is now complete. Themed monthly campaigns have been run and opportunities to raise the profile of and promote sprinklers have been taken alongside these themes. Promotion, campaigning and lobbying will continue with members and through stakeholders at all opportunities. A closedown report will be completed in due course.</p>				

1589 FIRE PROTECTION IN HOUSES OF MULTIPLE OCCUPATION				
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER	Head of Prevention and Protection
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
<b>Project Update</b>				
<p>Agreement now signed by all parties and distributed in final version PDF. Leaflet to be sent out and departmental instruction note now issued. Project complete in line with Critical Milestone date of 31/03/2022. Inspection being carried out in the offices. Business as usual for this project commenced on 1st April and will look at 40-60 audits per unitary office which will be included as part of RBIP audits.</p>				

ROAD SAFETY STRATEGY PLAN CHESHIRE				
PROJECT SPONSOR		Head of Prevention and Protection	PROJECT MANAGER	Head of Prevention and Station Manager - Deliberate Fire Reduction and Road Safety
Previous status	Current status	Explanation (where status is red or amber)		
		The Covid 19 Pandemic caused significant delays to the review process being led by the Cheshire Road Safety Group (CRSG) chair. Although that work is now reported to be back underway limited progress has been made by the group to develop a joint strategy.		
Project Update				
<p>The Cheshire Road Safety Group (CRSG) meeting took place on the 31/3/2022. Prior to the meeting the Chair of the Cheshire Fire Authority (CFA) and the Road Safety Champion jointly wrote to all local authorities and the Police and Crime Commissioner (PCC) to seek support and commitment for a shared strategic road safety plan. A number of replies were received prior to the meeting.</p> <p>At that meeting, an update was given on the contractual status of the group's current legal agreement, which has expired. Discussions took place regarding renewal of the current contract in its current terms for a further 12 months. This has been normal for previous contract extensions.</p> <p>The majority of the group (all financial contributors) were content to approve the extension. CFRS (a non-financial contributor) were not content with the approach and raised concerns that renewing in its current format could delay the implementation of changes identified in the ongoing review including the creation of a shared strategic road safety plan. CFRS suggested that this would be an ideal opportunity to refresh sections with the existing contract such as the group's vision and purpose alongside some strategic objectives to reflect the ambition to develop a shared strategic plan. The thought was that this would then enable further work in relation to objectives, focus and expected outcomes. It was agreed that a subgroup would be arranged to discuss potential amendments to the contract.</p> <p>The recent letters from the Cheshire Fire Authority were also discussed and it was acknowledged that the authority wants to see further progress towards the strategic road safety plan to reduce those killed or seriously injured on our roads.</p> <p>Work has also commenced to review the existing financial model and to explore possible options that could be implemented in the future such as a full time road safety coordinator to support the work of the CRSG.</p>				

## RISK MANAGEMENT

CPS Ref	Risk Detail	Risk Owner	Risk Score	Progress Update – Mitigation / Progress
806	Uncertainty of the future funding model for CFRS with the introduction of the outcome of the ESMCP.	Wendy Bebbington	16	Home Office have confirmed that they will be moving away from the shared Regional Project Manager transition model from 2022/23 but whether this places additional impact on Cheshire and other local FRS is still to be confirmed along with a new funding model for transition activity in 2022/23. There is still no clear national business case regarding funding and costings which was anticipated to have been received by now although the high-level current position remains that costs of change for the Fire sector will be met by the Home Office. Until confirmation of detailed costs and funding arrangements is received, a risk remains that HO funding does not cover all the financial implications locally.

The impact of a 3<sup>rd</sup> wave of Covid-19 infections and the increasing requirement to self-isolate is yet to be fully understood, but agile working arrangements mean that most project work can continue although this may still affect supply chains.