

Performance and Programme Board – Programme Health Report

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



Reporting Period	FROM	1 st April 2022	TO	30 th June 2022
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DECISIONS TAKEN AT PERFORMANCE AND PROGRAMME BOARD



The following Closure Report was approved:



1594 Sprinklers Save Lives

Governance and Commissioning

1226	BLUE LIGHT COLLABORATION PROGRAMME		
PROGRAMME SPONSOR		Chief Fire Officer	PROGRAMME MANAGER Head of Service Improvement
Previous status	Current status	<u>Explanation</u> (where status is red or amber)	
			
Programme Update			
Awaiting Closedown Report			



1558		REPLACEMENT OF CREWE FIRE STATION		
PROJECT SPONSOR		Head of Service Improvement	PROJECT MANAGER	Group Manager - Projects
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
Project Update				
<p>Non-operational staff based at Crewe fire station have now been redeployed to other bases in Cheshire East to fulfil their roles. The fire station itself has undergone a period of clearing out of obsolete items along with the clear out of the bungalow which is now ready to be used by ISG as the site office. The temporary fire station construction will begin on the 11th July 22, with operational staff due to relocate into the temporary fire station on the 28th September 22.</p>				

1557		STATION MODERNISATION PROGRAMME		
PROGRAMME SPONSOR		Head of Service Improvement	PROGRAMME MANAGER	Group Manager - Projects
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
		Programme paused, specifications and requirements are being reviewed		
Programme Update				
<p>Following a decision being made to pause the modernisation programme in year 3, the team have been exploring options at Congleton, Winsford, Knutsford and Macclesfield fire stations. The project team have also been working on draft designs for both Warrington and Ellesmere Port fire stations and further work is required to determine the costs associated with the remaining fire stations within the modernisation programme.</p>				

1606		Wilmslow Transition to Day Crewing 1		
PROJECT SPONSOR		Assistant Chief Fire Officer	PROJECT MANAGER	Head of Service Delivery
Previous status	Current status	Explanation (where status is red or amber)		
				
Project Update				
<p>Phase 1 - House Purchases</p> <p>To date three properties have had offers successfully accepted and are progressing through conveyancing. The Project team continues to monitor the local housing market for suitable properties. Viewings are arranged and facilitated through the Estates team. Recommendations to make offers are considered by the project team and a number of senior / principal officers and the chair are consulted.</p> <p>Estates colleagues have viewed a number of other properties in Wilmslow and have placed offers on a further 4 properties. However, these offers were unsuccessful due to other offers being made significantly above asking price. A number of those viewed have also been discounted due to condition and location.</p> <p>Solicitors have been appointed to provide conveyancing services for the remaining properties that are required to facilitate a quick, simple process</p> <p>Phase 2 - Staff transition, redeployment and organisation</p> <p>The draft staff redeployment and reorganisation process has been completed, subject to some minor amendments. When finalised it will be presented to Service Management Team and the Joint Consultative Negotiation Panel (JCNP).</p> <p>Staff at Wilmslow have been briefed regularly with progress updates.</p> <p>When some houses have been bought and once the staff redeployment process is settled, there are plans to commence the formal process to ascertain the level of intent from staff with appropriate skills this will help determine the next steps.</p> <p>The project team is developing a range of options / contingency options (interim transitional arrangements) to which the Service can fall-back on if the project fails to achieve Phase 1 in the agreed timescales.</p> <p>If there is insufficient housing stock available or the costs of suitable housing is too expensive then the following avenues will be explored to compliment what houses the service has bought.</p> <ul style="list-style-type: none"> Plan C – Short term rental houses – a temporary fix if there is insufficient housing stock available in 2022. It's important to note that plans will be required to ensure employees are able to claim back expenses and adjustments are made if this is the case. Plan D – Attract existing fire fighters from within CFRS and other FRS that live within the 5 min response time boundary to join the new system. If existing employees or other FRS employees have their own private properties 				

within the required response area, arrangements could be explored to allow them to live in their own properties and join the DC1 system. This would be an interim measure until the purchase of properties has been completed.

- Plan E – Early Adopters/Hybrid System – If the Service has not been able to secure all 9 houses in the agreed timescales, those Firefighters selected in the redeployment process will be eligible to move into one of the purchased houses. The staff will continue to operate the existing model with some provision from those that have moved in the DC1 houses, to provide on call cover in addition to existing nucleus/on-call arrangements. DC1 allowances would be provided to the fire fighters in the Service houses. This would be an interim measure until all houses had been purchased.

1591 MICROSOFT 365 IMPLEMENTATION				
PROJECT SPONSOR		Head of Service Improvement	PROJECT MANAGER	Project Business Manager- Systems and Business Improvement
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
Project Update				
<p>Throughout May and June 2022 188 upgraded laptops were handed out to Service personnel and 196 desktops were upgraded to M365. The roll-out covered the majority of staff and in general went very well despite the usual technical issues with new device handouts and the requirement for the Service to purchase further licences. Those who have not had their devices upgraded are now booking directly with the IT team to ensure their devices are upgraded.</p> <p>Now the technical roll out is completed there a range of further tasks to be completed to close out this phase of work. Timeframes and plans are yet to be established for these tasks, but the key tasks include</p> <ul style="list-style-type: none"> • Completion of any outstanding laptop upgrades • Virtual desktop testing completion and roll-out to all joint corporate service users • H Drive content migration to OneDrive • Migration of mailboxes to Azure servers <p>Something the upgrade highlighted is that the Service has insufficient licences for M365. Prior to M365, licencing was done per device. Now licences are required per user. Therefore there is a requirement for the Service to purchase extra licences. Work is still ongoing to determine exactly how many licences the Service will require to meet demand and initial investigation has already shown a lot of users had been assigned licences that are no longer required. 50 extra licences have already been sourced and there is the potential requirement for a further 120 licences. A licence is currently £262, so this will be a significant cost for the Service to bear year on year above current levels. It is clear that this requirement for licences will fluctuate and that close management of licences is required moving forward.</p>				



Teams roll-out



A workshop with external IT consultancy, Valto, took place at the end of April, and has provided an initial view on how Teams could be used within the Service. Further internal workshops will be taking place to begin looking at this in more detail over the coming weeks.



Work is also commencing to look at the possibility of introducing Teams to the Service as a replacement for Skype in the first instance. This would see access restricted to Team areas and Channels. In essence Teams would just be a virtual conferencing system with Instant Messaging it would not be the full Teams experience.

Capacity in the IT team is an issue at the moment.

Operational Policy Assurance

1553		OPERATIONAL TRAINING GROUP REVIEW			
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER		Head of Operational Policy and Assurance
Previous status	Current status	Explanation (where status is red or amber)			
					
Project Update					
Due to a revised focus of providing a flexible and more holistic approach to the way in which command training is delivered, along with the excellent work the training team are providing, it has been decided that the original pilot should be given the opportunity to materialise. As such, the original aim and objectives have been reaffirmed to the team and they are currently working towards these to the benefit of all parties involved. A further in-depth review is scheduled for November.					

1586		PURCHASE A WATER CARRIER		
PROJECT SPONSOR		Head of Operational Policy and Assurance	PROJECT MANAGER	Station Manager – Policy and Planning
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
Project Update				
<p>The water carrier pod has been fabricated and painted and is now at CFRS HQ for completion of further works by CFRS Fleet Department. The pod will have a battery, solar panel and lighting fitted during July, with conspicuity markings and livery to also be added during this time.</p> <p>Driver training for crews at Ellesmere Port is now programmed in with the Driving School to begin the last week of July, with operator and hooklift training to be delivered concurrently.</p> <p>The water carrier has two constituent parts, the water pod – a demountable water tank affixed to a sled, and the prime mover – the hooklift vehicle that transports and offloads the pod.</p> <p>The Prime Mover had various defects identified since it was converted from the curtain side Incident Response Unit (IRU). These were rectified by an outside company. The vehicle was returned and is now in full working order.</p>				

1313		EMERGENCY SERVICES MOBILE COMMUNICATIONS PROGRAMME (ESMCP)		
PROJECT SPONSOR		Head of Operational Policy and Assurance	PROJECT MANAGER	Station Manager - Projects
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.		
Project Update				
<p>Nationally the project team has undergone some restructuring which has led to the loss of regional project managers with the funding now split between central team and User Organisations (UO's).</p> <p>Further funding has been made available to fire and rescue services for coverage testing, with a new critical operational location passport system being developed.</p> <p>CFRS is assisting assurance partners from Merseyside with a business change toolkit which is designed to assist with implementation of the Emergency Services Mobile Communications Programme (ESMCP).</p>				



Development of the Push to Talk App has stalled and as such has been put back out to tender, this may lead to further delays and it remains to be seen if this can be absorbed into the main timeline.



Operational evaluation continues with project assurance partners undertaking a live exercise where the network and devices were deployed.



The major risks to the organisation are the financial implications should the project not deliver by the forecasted date of 2025/26.



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



Service Delivery



1556		ON-CALL PROGRAMME		
PROGRAMME SPONSOR		Head of Service Delivery	PROGRAMME MANAGER	Service Delivery Manager - East
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
Programme Update				
This programme is currently undergoing closedown and evaluation which when signed off will report to Performance and Programme board. Risk 851 has been reviewed and updated to reflect the current arrangements for oversight of On-Call (OC) performance and performance reporting. A new set of On-Call (OC) performance metrics and dashboard are in development which will be monitored monthly and reported to Service Management Team (SMT) on a quarterly basis.				



1578		EXPANSION OF RAPID RESPONSE RESCUE UNITS (RRRU)		
PROJECT SPONSOR		Assistant Chief Fire Officer	PROJECT MANAGER	Head of Service Improvement
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
Project Update				
Awaiting Closedown Report				



1588		DEVELOP A NEW WILDFIRE CAPABILITY		
PROJECT SPONSOR		Head of Service Delivery	PROJECT MANAGER	Station Manager - Policy and Planning
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
Project Update				
<p>Wildfire teams are live at Macclesfield, Congleton, Poynton and Bollington and can be requested to attend any incident. The wildfire team encompasses a team of upskilled firefighters with wildfire specific PPE, wildfire equipment and either an appliance or Rapid Response Rescue Units (RRRU).</p> <p>The RRRU for Poynton has been ordered and is yet to be delivered. It is a Toyota Hilux. In the interim we have been able to borrow the Landrover that was originally assigned to the DEFRA boat and is currently a vehicle sitting within our fleet with no designated purpose. This Landrover allows Poynton to tow the All Terrain Vehicle to incidents, but it cannot be used as a RRRU.</p> <p>All drivers at Poynton have now completed trailer training to allow them to utilise a vehicle to tow the All Terrain Vehicle to incidents as required.</p> <p>Driver training for the All Terrain Vehicle has been completed for all crew members at Poynton, this is certified by Landra.</p> <p>Operator training for the integrated misting and water delivery system has been completed by three officers at Poynton who continue to cascade this training to all crew members at Poynton. We aim to have all training completed by the end of July.</p> <p>A training document capturing safe use of the All Terrain Vehicle and associated equipment is being drawn up by the project lead, this will also be supported with an addition the SOP 1.7 (Driving) in relation to the new All Terrain Vehicle.</p> <p>For mobilising the All Terrain vehicle, it has been attached on Gartan to the Poynton appliance and the Poynton RRRU, so if either of these two are showing available then the All Terrain vehicle will show available. As Poynton do not yet have a RRRU, then this element is not yet live with North West Fire Control but will go live when the RRRU vehicle is finally received by Poynton.</p> <p>Milestones have required re-forecasting to take account of the training days required for all On Call personnel at Poynton, the delay in the delivery of the RRRU and availability of training providers.</p>				

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)			
					
Project Update					
The agreements have been signed for Guinness Housing in relation to Waverley Court, Crewe and the funding has been transferred. A promotional media opportunity is being arranged. There has been a delay with the agreement with Sanctuary Housing and therefore the funding has yet to be transferred. Once this stage is complete a media opportunity will be arranged.					

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)			
					
Project Update					
Awaiting approval of Closedown Report.					

1577		REVIEW OF THE RISK BASED INSPECTION PROGRAMME (RBIP)		
PROJECT SPONSOR		Head of Prevention and Protection	PROJECT MANAGER	Group Manager - Protection
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
		The RBIP review has been completed. Closedown report being completed and 12 month post implementation review scheduled for January 2023.		
Project Update				
RBIP audits are being conducted by all suitably qualified Protection staff. Staff are meeting their required personal audit targets and RBIP target, which is 65-70% of the personal target being undertaken from the RBIP audit list. There have been formal enforcement notices issued, including prohibition notices, which is a good indicator that inspectors are targeting types and locations of non-domestic premises that are higher risk. A full review of the audit outcomes will take place in Quarter 3 after completion of 12 months of using the Risk Based Inspection Programme.				

1594		SPRINKLERS SAVE LIVES CAMPAIGN 2021/22		
PROJECT SPONSOR		Head of Prevention and Protection	PROJECT MANAGER	Business Safety Manager
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
Project Update				
Closedown Report attached.				

ROAD SAFETY STRATEGY PLAN CHESHIRE				
PROJECT SPONSOR		Head of Prevention and Protection	PROJECT MANAGER	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, although the first draft is scheduled within the next two months.		
Project Update				
<p>Members of the Prevention team attended the Cheshire Road Safety Group (CRSG) Board meeting workshop on the 5th of July (attendees Head of Prevention and Protection and Road Safety Manager). The meeting had been called by the Chair of the CRSG, to review the recommendations and feedback that was submitted by group members to determine the aims and objectives of the Group going forward.</p> <p>Feedback submitted by members highlighted a need for an updated vision and purpose for the Group. This would be based on data-led intelligence which would form the basis and focus of a multi-agency, road safety strategy. It is the aim of the group, to have the first draft of this new strategy in place within two months.</p> <p>The Group also reviewed its current local arrangements for road safety against those being adopted and promoted at a national level. As a result of this review sub working groups will be established, to implement the required work identified. The Service will take a key role in supporting these workstreams as an integral member of the Group.</p> <p>Other areas identified in relation to the Group, included the current funding model of where and how funding for the Group is generated, a scoping exercise to determine the requirements for a dedicated Road Safety Coordinator post to work across the Group and a communications strategy to ensure consistency and effectiveness of the information distributed. These areas of work will be ongoing and developed once the draft strategy has been consulted upon.</p> <p>Fire Authority members were updated about these developments at the Members' Planning Day on 8th July 2022.</p>				