



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	1st October 2022	TO	31st December 2022
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DECISIONS TAKEN AT PERFORMANCE AND PROGRAMME BOARD



The following Closure Report was approved:

- On Call Programme

The following PIDs were approved:



- Water Safety Awareness – to develop further prevention work to raise awareness of water safety.
- Community Risk Management Plan - 2024-28 Planning.



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.				





Service Improvement

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				
The construction of the new Crewe fire station has been impacted slightly due to recent weather conditions. It is, however, remaining as per the programme and any weather delays will be absorbed over the coming weeks. The delivery of the structural steel is on schedule and its construction programmed towards the end of February.				

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)		
		The fire station modernisation programme has undergone a period of review following increases in building material costs which has affected the construction industry. The Fire Authority Estates Committee have approved further work with a view to the programme proceeding during 2023 at Congleton, Macclesfield and Wilmslow fire stations. Once the pre-construction phase has been completed the Fire Authority will be asked to authorise the next phase of the programme.		
Programme Update				
Following a review of the modernisation programme, the Fire Authority Estates Committee have approved the programme to enter into the pre construction service agreement with Wates smart space. The committee has approved the programme team to focus year three funding and resources at Macclesfield, Congleton and Wilmslow fire stations.				





1606		Wilmslow Transition to DC1	
PROJECT SPONSOR		Assistant Chief Fire Officer - Service Delivery and OPA	PROJECT MANAGER
			Project Business Manager- Systems and Business Improvement
Previous status	Current status	<u>Explanation</u> (where status is red or amber)	
			
Project Update			
<u>House purchases</u>			
<p>The Service now owns 5 houses in Wilmslow. The remaining four are currently going through the conveyancing process and are expected to complete by the end of January 2023 which will complete this phase and milestone of the project. If there are delays to completion dates this may delay occupation dates and in turn the date of go-live of the new duty system. This will be monitored closely.</p> <p>During the cold snap in December a pipe burst at a property and has caused a significant amount of water damage. Work required to repair the damage is currently being assessed. This work will need to be completed as a priority prior to occupation and the facilities team are currently looking at this.</p>			
<u>Duty System Transition</u>			
<p>The formal consultation under the agreed reorganisation and redeployment process was completed prior to Christmas. The assignment process took place on Wednesday 3rd January 2023 and is now complete. All staff are in the process of being communicated with formally about their individual outcomes, although all have been advised verbally.</p> <p>Nine staff members have been selected to work on the new duty system. A robust house allocation process took place on 9th January 2023 for the staff selected to work the Day Crewing system at Wilmslow. All staff have been advised of the decision and this will be communicated to the facilities team in preparation for occupation and anticipated go live date no later than the start of April.</p> <p>Individual meetings have now been scheduled for the remaining On-Call staff to discuss the individual preferences and review options; these will take place before the end of January.</p> <p>The team are working towards providing keys for the new properties to the staff 4 weeks in advance of the planned duty system go-live, no later than the start of April 23. This period will allow staff to prepare the houses for their occupation and help to ensure a smoother and more comfortable transition period for them and their families.</p> <p>The main risk within this project is the failure to complete on the 4 outstanding properties in a timely fashion although the project team have considered a number of back up.</p>			



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				
<u>Phase 4 - Teams Lite implementation</u>				
<p>During December Teams Lite was successfully rolled out around the Service. Teams Lite is a replacement for Skype providing improved virtual meeting functionality and instant messaging. Teams Lite does not provide the ability for users to create Teams or Channels. This functionality will be rolled out later in 2023 once the Service has determined how it wishes to implement Teams.</p> <p>Access to Skype will be revoked in mid-February once the servers have been upgraded and then decommissioned. This will complete Phase 4 of the project.</p>				
<u>Phase 5 - Mailbox migrations and mobile phone upgrades to M365</u>				
<p>Throughout November a lot of preparation work was conducted to ensure the Service could begin the migration of mailboxes to the M365 servers and upgrade its phones to Intune (the new Mobile Device Management System). This included the re-routing of mail through Exchange online which now provides email filtering services to CFRS. This has meant that the Barracuda mail filtering services are no longer required which will translate into ongoing savings for the organisation, once out of contract. Moving to Intune also means that the current Mobile Device Management System (Airwatch) can be removed which will reduce costs further.</p> <p>During December a trial period for the migration of mailboxes and upgrade of phones was completed successfully. With 28 user mailboxes migrated and 17 phones upgraded. The full roll out of mailbox migrations and phone upgrades is due to commence at the end of January 2023 and is planned to complete by the end of March 2023. These upgrades will facilitate the use of Teams, OneDrive, Outlook and other Microsoft applications on users phones.</p>				
<u>Phase 6 - Azure Virtual Desktops, OneDrive and ensuing decommissioning of the H drive</u>				
<p>In early 2023 access to the users Home Drive will be revoked and users will be asked to save all content to their OneDrive instead. Dates to decommission the current H:drives are still to be determined but users are being asked to migrate any content they wish to keep from their H Drives.</p> <p>The potential of using Azure virtual desktops to facilitate safe access to the fire network on personal devices is currently being explored. This will provide some significant benefit to the service and provide a much more secure way for users who do not have a Service laptop to access work emails and documents.</p>				





1613		SERVICE IMPROVEMENT REVIEW – ISAR		
PROJECT SPONSOR		Head of Service Improvement	PROJECT MANAGER	Service Delivery Manager - Warrington & Halton
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
N/A				
Project Update				
<p>Project Manager and working group have met to set the scope for the review and to discuss any initial issues. The majority of the members of the International Search & Rescue Team (ISAR team) wish to be involved and are happy to do so voluntarily.</p> <p>Some initial thoughts and suggestions have been discussed and the team will be looking at these in more detail. Some delay has been caused in trying to obtain data for the ISAR team as North West Fire Control and Business Intelligence do not record mobilisations for ISAR. The information is being sought from National Resilience Fire Control.</p>				

1616		FIRE COVER REVIEW		
PROJECT SPONSOR		Head of Service Improvement	PROJECT MANAGER	Group Manager – Organisational Performance and Planning
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
N/A				
Project Update				
<p>Final approval of the PID for this project was received at December’s SLT Planning Day.</p> <p>The Business Intelligence Unit have been engaged in several scoping meetings to design and plan the statistical analysis which will be required to support the project in the coming months. A significant amount of data analysis will be required to allow the project team to develop proposals designed to improve the efficiency and effectiveness of the response model.</p> <p>Briefing sessions have been delivered to all middle managers to inform them of the project scope and objectives. This is to ensure a consistent message around the project is cascaded throughout Service Delivery in particular. A wider communications strategy is being developed in conjunction with SLT.</p> <p>The focus of the project to-date has been around Scope 1 and a review of the service’s blanket “10-minute response standard”. The project team have assessed the response standards in use by fire and rescue services nationally, the success to which these are being achieved and compared our internal performance against the measures used by HMICFRS which have significant differences.</p>				





TBC		CRMP 2024-28 Planning	
PROJECT SPONSOR		Head of Service Improvement	PROJECT MANAGER Group Manager – Organisational Performance and Planning
Previous status	Current status	<u>Explanation</u> (where status is red or amber)	
N/A	N/A		
Project Update			
PID signed off at Performance and Programme Board.			



Operational Policy Assurance


1553		OPERATIONAL TRAINING GROUP REVIEW	
PROJECT SPONSOR		Assistant Chief Fire Officer	PROJECT MANAGER Head of Operational Policy and Assurance
Previous status	Current status	<u>Explanation</u> (where status is red or amber)	
			
Project Update			
A review of the Operational Assurance and Training Team (OATT) pilot is in progress. The data will be used to determine the long-term sustainability of the new duty system. This was discussed at the Joint Consultation Negotiation Panel (JCNP) meeting in January 2023.			



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>All firefighters at Ellesmere Port have been trained in the use of the water carrier, and it is available by request via NorthWest Fire Control (NWFC).</p> <p>The 9000l pod cannot currently be demounted from the prime mover at an incident. However, once all hooklift training has been completed for crews this will be possible. The staffing levels from January 2023 will allow for the one instructor to be detached to deliver this training.</p> <p>A 5000l dam has now been delivered to CFRS and will be stowed on the water carrier to allow for greater flexibility of water strategies employed at incidents.</p> <p>Firefighters and the Station Manager at Ellesmere Port have fed back various improvements for the pod that can be delivered within the remaining budget. These options and suggestions are currently being reviewed in terms of benefit. The Stations Manager at Ellesmere Port is producing a video and guide to using the water carrier. This will serve to improve knowledge and understanding of utilising water relays, and raise the profile and increase awareness of the water carrier.</p> <p>Closedown report expected in next quarter.</p>			



1313		EMERGENCY SERVICES MOBILE COMMUNICATIONS PROGRAMME (ESMCP)		
PROJECT SPONSOR		Head of Operational Policy and Assurance	PROJECT MANAGER	Group Manager - Operational Policy & Planning
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
		<p>The status of this project is red due to the withdrawal of Motorola Services International from the project post <i>Competition & Marketing Authority</i> Report. This has meant the 'lot' Motorola were responsible for has gone out to tender, creating a 2 year delay in delivery of the Emergency Services Network.</p> <p>CFRS have therefore removed any resource internally and will monitor project activity through a SPOC in the Operational Policy and Assurance Department. If it is necessary to do any work during these 2 years, funding can be requested from the Home Office via a Business Case.</p>		
Project Update				
<p>ESN national project is headed for a period of inaction and therefore is proceeding to decommission its various functions. Work has been completed with NWFRS colleagues to baseline CFRS critical operational locations and raise any known areas of concern prior to disengagement.</p> <p>The role of Project Manager for ESN within CFRS will be discontinued until significant activity is seen from the national project.</p> <p>If/when the project restarts, CFRS priority should be to ensure coverage is acceptable in our critical operational locations and Fire and Rescue Service premises.</p> <p>Project to be paused and removed from future versions of this report.</p>				

1614		WELFARE / CONTAMINANTS UNIT PROJECT		
PROJECT SPONSOR		Head of Operational Policy & Assurance	PROJECT MANAGER	Station Manager – Operational Support & Risk
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
N/A				
Project Update				
<p>A new lead Project Manager has been appointed following a change of role in December 2022.</p> <p>An initial meeting took place with a cross section of operational staff on 14th December 2022 to explain the project aims and objectives. This meeting was met with positivity from members of the group and further meetings are planned to take place in January 2023 where further details, options and actions can be agreed. Membership of this working group is made up of operational staff and includes membership from Limitless, Contaminants Group, Mental Health & wellbeing practitioners and FBU Reps.</p>				




The PID and revised Budget bid were discussed at Budget Management Board (BMB) in December 2022. The budget bid has been reviewed and allowed for two possible options. The first option is for a demountable POD and the second is to hire a specifically designed welfare unit from Welfare 4 Hire.

BMB has agreed to explore option 2 in more detail. Estimated annual cost £15,000 to hire a 16-person unit which includes two toilets, an office, a kitchen and seating for 13 persons. Welfare 4 Hire visited Tarporley Fire Station with a 16-person Unit in January 2022. This allowed for further assessment of the suitability of the unit.

Options for CFRS to alter the internal layout have been discussed with Welfare 4 Hire. Additional equipment such as awnings can also be added to the unit to provide our operational staff protection from the sun during protracted incidents. The project manager continues to liaise with Tyne & Wear FRS to ensure best practise and information sharing with other Fire and Rescue Services.

The benefits of option 2 is that a hired Welfare & Contaminant unit can be delivered into service within 8 weeks of agreeing a lease contract with Welfare 4 Hire. Option 2 will also allow for a review period of the concept to be evaluated ensuring value for money and suitability for operational needs. Welfare 4 Hire will also provide CFRS livery for the unit. Identified risk at this time is if option 2 is not a possibility then completing option 1 for a purpose-built demountable pod will incur additional detailed work which may potentially impact on time, costs and meeting project completion date of March 2024.


1615		INTERMEDIATE COMMAND SUPPORT VEHICLE		
PROJECT SPONSOR		Head of Operational Policy & Assurance	PROJECT MANAGER	Station Manager – Operational Support & Risk
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
N/A				
Project Update				
<u>Change to scope</u>				
<p>The scope for this project has been amended following discussions with the Assistant Chief Fire Officer. This project will now include the Gateway Control work and Command and Control (C&C) Software workstream which directly impact this project. The C&C Software workstream has no pre-existing project management structure i.e. no PID or budget bid etc. The Gateway workstream was being overseen by a Station Manager who has now left the organisation. As such the PID will be updated to reflect this, and there will need to be a revised budget bid as the original project scope didn't include the C&C software procurement, but did account for licence implications in the revenue stream.</p>				
<u>Intermediate Command Support Vehicle Update</u>				
<p>A meeting with NWFC, the Information Governance SPOC and Project lead has been held to progress the 999eye Data Agreement Process. This is progressing well with the region agreeing a Data Protection Impact Assessment (DPIA). This will be retained by CFRS when signed off.</p>				
<p>The NW region has agreed to adopt the Merseyside FRS IBE software technology. Next step is to agree the data governance that will support our own DPIA for its use in the Intermediate Command Support Vehicle (ICSV).</p>				
<p>A review is also ongoing into existing Intermediate Command Support Vehicles (ICSV) across Fire and Partner agencies. A</p>				





site visit to review the Cheshire Police unit and a meeting with the Senior IT Project Manager was held November 2022. A visit to Shropshire to see their ICSV and software took place in January.



It's been agreed that the Head of IT will be the ICT representative on the project until a permanent ICT lead can be agreed.



Service Delivery

1587		PURCHASE OF A HIGH REACH FIRE ENGINE		
PROJECT SPONSOR		Head of Service Delivery	PROJECT MANAGER	Group Manager B - Training & Assurance
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
N/A				
Project Update				
<p>Three additional drivers at Birchwood Fire Station have been trained to drive the HRET, this provides resilience given the impending change of Wilmslow's duty system to DC1 meaning they will be mostly unable to support the HRET. A number of EFAD drivers are transferring into Macclesfield Fire Station very shortly, these individuals will be trained to drive the HRET when they arrive.</p> <p>This project was closed in April 2022 and a closedown report was produced. However, SLT have now decided to extend the project by a further 12 months and the project has been re-opened.</p>				

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				
<p>Closedown Report approved at Performance and Programme Board.</p>				





1578		EXPANSION OF RAPID RESPONSE RESCUE UNITS (RRRU)		
PROJECT SPONSOR		Assistant Chief Fire Officer	PROJECT MANAGER	
		Group Manager – Halton and Warrington		
Previous status	Current status	Explanation (where status is red or amber)		
				
Project Update				
Closedown report expected in next quarter.				



1588		DEVELOP A NEW WILDFIRE CAPABILITY		
PROJECT SPONSOR		Head of Service Delivery	PROJECT MANAGER	
		Station Manager - Policy and Planning		
Previous status	Current status	Explanation (where status is red or amber)		
				
Project Update				
<p>The closedown report for the project has now been initiated. All wildfire training for firefighters at the four wildfire stations has been completed.</p> <p>All equipment as originally proposed is now available with the wildfire teams.</p> <p>The all terrain vehicle is live and available for mobilising from Poynton. Poynton have received their Rapid Response Rescue Unit (Toyota Hilux). This requires some minor modifications to allow it to safely tow the all terrain vehicle.</p> <p>Poynton have produced a video with Corporate Communications showcasing the all terrain vehicle, wildfire equipment and capability. This will be placed on the intranet and will be accompanied by an article in the Alert Magazine. A structured debrief for the spate conditions largely involving wildfire in the summer has been completed.</p> <p>Closedown report expected in next quarter.</p>				



Protection



1549		HIGH RISE SPRINKLER CAMPAIGN 2018	
PROJECT SPONSOR		Assistant Chief Fire Officer	PROJECT MANAGER
Previous status	Current status	<u>Explanation</u> (where status is red or amber)	
			
Project Update			
<p><u>Sanctuary Housing (9 Blocks in Chester)</u> The service is awaiting return of a signed agreement in order that the funds of £52k can be released to Sanctuary. Numerous attempts have been made to encourage the return but as yet no progress has been made. The Directors for Sanctuary have been contacted to arrange the exchange. Once funds have been exchanged a media release will be prepared.</p> <p><u>Guinness Housing (Waverley Court Project, Cheshire East)</u> A media release including a photo opportunity with representatives from Guinness and Cheshire Fire is being arranged jointly by the respective comms teams.</p> <p><u>Torus Housing (Kingsway, Warrington)</u> Renovations of the block are ongoing, and the Protection team are in regular communication with the project team. Completion is scheduled for November 2023.</p> <p>The remaining high-rise blocks which require retro-fitting of sprinklers are Peninsula House (Warrington) and Range & Pennine Court (Macclesfield). These are now the main focus for the Unitary Offices within those areas.</p>			




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)		
				
Project Update				
<p>A full review of the Risk Based Inspection Programme (RBIP) is to be undertaken in the month of January now it has been running for 12 months. It is well embedded within the Unitary Offices and all Inspecting officers, who are qualified, are meeting their personal targets.</p> <p>The process for determining the number of high-risk business premises is to be investigated to ensure it is accurate.</p> <p>The RBIP project has always been predicated on the number of qualified Inspectors able to complete the program. Protection always runs the risk of losing qualified staff to the private sector. The 10% market supplement paid to qualified staff reduces that risk significantly.</p> <p>Closedown report expected in next quarter.</p>				


1621		REDUCTION IN FALSE ALARMS IN DOMESTIC PREMISES		
PROJECT SPONSOR		Head of Prevention and Protection	PROJECT MANAGER	Protection Station Manager
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
N/A	N/A			
Project Update				
<p>New project. PID to be produced in next quarter.</p>				



1568		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	<u>Explanation</u> (where status is red or amber)	
		The partnership have received pitches from external companies with regards having one to commission the road safety strategy. Even though we have had the external companies do this the partnership still hasn't decided which one they will go with.	
Project Update			
<p>Discussions amongst the CRSG members have continued to take place over the past three months with regards the proposed development of a Road Safety Strategy.</p> <p>In December both external companies, delivered pitches centred around the Safe Systems concept to the Partnership Board detailing their expertise and experience in this field. Areas covered as part of the discussion were, initial costs for developing the strategy, ongoing support package, evaluation, and research.</p> <p>Discussion was held in relation to the project having three clear work strands:</p> <ol style="list-style-type: none"> 1. Initial development of the strategy with preferred concept. 2. Infrastructure required to deliver the strategy (co-ordinator / comms team). 3. Full understanding of the cost implications and funding streams required to achieve and maintain this. <p>The CRSG Road safety agreement will be extended for another 12 months due to the anticipated time scale for the commissioning of either companies to develop the road safety strategy.</p> <p>PID expected in next quarter.</p>			




1611		WATER SAFETY AWARENESS		
PROJECT SPONSOR		Head of Prevention & Protection	PROJECT MANAGER	Group Manager - Prevention
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
N/A				
Project Update				
PID signed off at Performance and Programme Board.				

1619		PREVENTION DEPARTMENTAL REVIEW		
PROJECT SPONSOR		Assistant Chief Fire Officer	PROJECT MANAGER	Head of Prevention and Protection
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
N/A		PID to be produced.		
Project Update				
The Prevention Dept review launch event was held on the 24/11/2022. This was attended by 33 members of the Prevention team and outlined the principles of the review. A timeline was presented and a number of review workstreams created. On the 23/11/2022 a workstream facilitators session was delivered, to present the workbooks and information that need to be collated. They were also given information in how to run these sessions effectively by Learning and Development staff.				



Transformation

1612		PDRPRO APPRAISAL AUTOMATION	
PROJECT SPONSOR		Director of Transformation	PROJECT MANAGER
Previous status	Current status	<u>Explanation</u> (where status is red or amber)	
N/A			
Project Update			
<p>The project is progressing well and remains on track.</p> <p>PDR Pro have now completed the required development work on both the module and the reporting elements. They have also completed their internal testing successfully.</p> <p>The module is now available in the demo environment for acceptance testing (UAT) to begin. UAT is due to commence on the 10th January and planned to conclude at the end of January. The testing team is prepped and ready.</p> <p>A first look demo will be hosted by the Organisational Development Manager at the Communication Day in February - this will assist with promotion of the new system.</p> <p>Training for the system admin and Leadership Development Advisors (LDA) team is being planned for the 10th Feb 2022 and then the remainder of the team will be trained towards the end of February.</p> <p>The go live date of the 1st April is still on track.</p>			