





## 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 2023</b>	<b>TO</b>	<b>31<sup>st</sup> March 2023</b>
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### Governance and Commissioning

<b>1226</b>	<b>BLUE LIGHT COLLABORATION PROGRAMME</b>			
<b>PROGRAMME SPONSOR</b>		<b>Chief Fire Officer</b>	<b>PROGRAMME MANAGER</b>	<b>Head of Service Improvement</b>
<b>Previous status</b>	<b>Current status</b>	<b>Explanation (where status is red or amber)</b>		
				
<b>Programme Update</b>				
This project refers to the original Blue Light Collaboration project that saw the creation of the joint corporate service departments. The Closedown Report is to be completed.				

<b>1558</b>	<b>REPLACEMENT OF CREWE FIRE STATION</b>			
<b>PROJECT SPONSOR</b>		<b>Head of Service Improvement</b>	<b>PROJECT MANAGER</b>	<b>Group Manager - Projects</b>
<b>Previous status</b>	<b>Current status</b>	<b>Explanation (where status is red or amber)</b>		
				
<b>Project Update</b>				
The new build of Crewe fire station is still on programme with no reported issues, a topping out ceremony has taken place with ISG, CFO and FA members to record the success of the project to date. There has been a minor issue with vermin entering the temporary accommodation, but this has now been resolved by ISG and there are no further issues. An onsite exercise is being arranged to coincide with ISG national safety day during June, which will involve a rescue from height in the new fire station.				



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 status has changed from red to amber to reflect the progress made over the last quarter.		
<b>Programme Update</b>				
<p>Following a wider Programme review and approval at Estates Committee meeting in December 2022, new delivery principles &amp; schedule were agreed for Years three, four &amp; five of the station modernisation programme.</p> <p>Year three now consists of Congleton, Macclesfield &amp; Wilmslow. Contractual costs have been agreed with Wate's construction over Congleton which is due to commence in September 2023. We are awaiting contractual costs for Macclesfield &amp; Wilmslow which are expected in August 2023. These costs will be reviewed, and a value engineering exercise will take place prior to seeking further approvals to proceed with the remainder of year three.</p> <p>Work will continue in relation to the planning and project management for the fire stations that will fall into years four and five.</p>				

1606		Wilmslow Transition to DC1		
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER	Assistant Chief Fire Officer
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
<b>Project Update</b>				
<p>The final house purchase completed in early March 2023.</p> <p>Redeployment of staff and allocation of houses went smoothly, and the new DC1 team members were given early access to the Service houses to help prepare the properties for occupation in advance of the 3<sup>rd</sup> April go-live of the system.</p> <p>The new DC1 systems went live on the 3<sup>rd</sup> April 2023 as planned.</p> <p>The project now enters the closedown phase and a workshop/lessons learnt session and closedown report will be held/produced in June 2023.</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)		
<b>Project Update</b>				
<p>Phase 5 of the project – migration of mailboxes and upgrade of users phones to Microsoft Intune (the Mobile Device Management Software) has been completed successfully with the exception of a few stragglers who are yet to initiate the phone upgrade process.</p> <p>Phase 6 – Azure Virtual Desktops (AVD) Funding has been secured from Microsoft to deliver the lion’s share of the technical work required to implement the Azure Virtual Desktop solution. IT have the requisite skilled resource available and, once the ongoing running costs have been established and then approved, could get the solution in place for the end of May. A paper is due to go to SLT for approval to push forward with this.</p> <p>AVD will replace webmail which is currently used by staff to access emails on their personal devices. The solution will provide a secure portal to the fire network through which users can not only access their emails but will be able to access shared drives and all the CFRS applications on their personal devices.</p> <p>The solution will act as a replacement for the Horizon virtual desktop solution currently used by the joint corporate service teams.</p> <p>Other tasks still to complete</p> <p>There are a number of smaller elements required before the project can then be drawn to a close. These are:</p> <ol style="list-style-type: none"> <li>1) The migration of the remaining Joint Corporate Service Team members to M365 Virtual desktops – further M365 licences will be required to be purchased for these users.</li> <li>2) The upgrade of the mobile phones on the Fire appliances to Intune (43 in total) – 15 new phones are required to be purchased to complete this.</li> <li>3) The replacement of the 6 tablets used by the fleet technicians as they are not able to run Intune correctly.</li> <li>4) The decommissioning of users H Drives – Users will move all required H drive content to their OneDrive.</li> <li>5) The decommissioning of the Skype Servers</li> </ol> <p>A paper is due to go to SLT regarding the extra spend required to complete these tasks. Once all of the Services phones and tablets have been upgraded it will be able to fully move away from Airwatch.</p>				



**Service Improvement**

1616		FIRE COVER REVIEW	
PROJECT SPONSOR		Head of Service Improvement	PROJECT MANAGER
PROJECT SPONSOR		Group Manager – Organisational Performance and Planning	
Previous status	Current status	<u>Explanation</u> (where status is red or amber)	
<b>Project Update</b>			
<p>Progress with the first phases of the project have been delayed due to the Service Improvements teams involvement in the recent HMICFRS inspection. Milestones have been re-forecasted and departmental resources prioritised to ensure delivery will be maintained in accordance with the CRMP timescales. Detailed analysis of response times has been completed and initial response configurations for testing in our demand modelling software are in development. There are currently no significant risks within the project.</p>			

1626		CRMP 2024-28 Planning	
PROJECT SPONSOR		Head of Service Improvement	PROJECT MANAGER
PROJECT SPONSOR		Group Manager – Organisational Performance and Planning	
Previous status	Current status	<u>Explanation</u> (where status is red or amber)	
N/A			
<b>Project Update</b>			
<p>PID agreed at Performance and Programme Board in February 2023. Project planning has been taking place in order to commence fully during April 2023. A review of the service’s CRM model has taken place with cognisance to newly released Fire Standards guidance and is being used to shape our risk identification and analysis process. Information from a broad range of sources is in the process of being gathered, analysed and constructed into our ‘Understanding Risk in Cheshire’ document which will be used to shape the activities and outputs within the CRMP. There are no significant risks identified within the project as this time.</p>			







**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)		
<b>Project Update</b>				
Project Manager handover to take place. New Project Manager to review the project activity and look to reassign critical milestones based on the projected plan.				



1587		PURCHASE OF A HIGH REACH FIRE ENGINE		
PROJECT SPONSOR		Head of OPA	PROJECT MANAGER	Group Manager B - Training & Assurance
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
<b>Project Update</b>				
<p>The HRET project continues well at Macclesfield with additional new crew members being trained locally on the operation of the vehicle, additional resilience has been put in place by training drivers at Birchwood and Wilmslow Fire Stations. An arrangement has been put in place that will ensure Wilmslow Fire Station will continue to support the HRET based at Macclesfield after Wilmslow has moved to a new staffing model.</p> <p>The crews have reported some minor defects of the vehicle and these issues have been rectified by the fleet manager and his team.</p> <p>The crews have also requested spare ancillary equipment such as a spare spike should the one spike on the appliance become defective, this additional spike will require further training for the crews enabling them to replace the item themselves should they need to.</p> <p>Once incident of note was the HRET's attendance at a large domestic gas explosion in Winsford, the HRET was particularly useful at reaching hot spots and piercing internal walls to fully extinguish the fire.</p>				





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)		
				
<b>Project Update</b>				
<p>The water carrier has returned to Ellesmere Port fire station fully operational following an air suspension unit issue.</p> <p>Several meetings have been arranged with staff at O8 exploring what issues remain with the water carrier. It has been identified that the 4.500ltr dam will not fit in the rear locker. To overcome this issue the Fleet Manager has confirmed that x2 side lockers from the spare vehicle currently at Powey Lane Fire Station can be taken off and installed onto the Water Carrier. These additional lockers will allow space for the dam and ancillary equipment.</p> <p>The Water carrier asset has been mobilised to several operational incidents this quarter with staff feeding back positive comments on the asset’s performance and benefits.</p> <p>The hook lift training for staff at O8 has started. All watches will be fully trained in the 'hook lift operation' or 'banks person' by the end of April 2023. The asset will be mobilised to operational incidents as driver only.</p>				

1613		SERVICE IMPROVEMENT REVIEW – ISAR		
PROJECT SPONSOR		Head of Service Delivery	PROJECT MANAGER	Service Delivery Manager - Warrington & Halton
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
<b>Project Update</b>				
Owing to the recent ISAR deployments this project is on hold				



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)		
				
Project Update				
<p>Budget Management Board have now approved for CFRS to trial a 16 person welfare unit on an initial 12 month lease agreement. The AM Head of Operational Policy &amp; Assurance, Group Manager - Operational Policy &amp; Assurance, and Station Manager - Policy &amp; Planning met with Welfare 4 Hire on 2nd March 2023 to discuss the requirements for introducing the unit into service.</p> <p>During the meeting Welfare 4 Hire have confirmed that a weekly cost of £180 will charged if the unit is not mobilised. A cost of £360 per week will be charged if the unit is mobilised (up to 7 days). The AM Head of Operational Policy &amp; Assurance has approved and agreed to these charges.</p> <p>The Station Manager - Policy &amp; Planning has sent Welfare 4 Hire the Corporate Identity PDF's for the magnetic livery to be produced. The Procurement &amp; Contracts Manager has reviewed the agreement T&amp;C's and is contacting Welfare 4 Hire to discuss further as there are a number of points within the T&amp;C's that CFRS will need confirming.</p> <p>The Station Manager - Policy &amp; Planning has spoken to the H&amp;S Manager regarding the 'Hire in Plant' Insurance. They will ensure CFRS have the required insurance in place prior to delivery of the unit.</p> <p>Driver training for 12 individuals will cost £3,240 (£270pp). The training will be delivered by Towing Solutions.</p> <p>The staff working group have remained updated on the project progress. The Station Manager - Policy &amp; Planning has now delegated some actions for the working group individuals to explore. These actions include portable shower units, required ancillary and sanitary equipment.</p>				



1615		INTERMEDIATE COMMAND SUPPORT VEHICLE		
PROJECT SPONSOR		Head of OPA	PROJECT MANAGER	Station Manager – Operational Support & Risk
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
<b>Project Update</b>				
<p>There has been a significant increase in work in new areas now that the updated project scope has been confirmed. (February 2023) The working group was stood up on 8th February. As a result the project has been organised into three strands. Command and Control is being led by the Station Manager - Firefighting - OATT; Gateway Control is being overseen by the Station Manager and the Vehicle strand is being co-ordinated by the Fleet Services Manager.</p> <p>There has been consultation with National Resilience, who are upgrading the ELS fleet. They have advised to visit South Wales, London and Suffolk who are all in the process of completing or have recent projects completed.</p> <p>Location Visits – There have been a few visits undertaken and planned. A visit to Shropshire with a big stakeholder group to view both their vehicle layout and a demo of the UnBlur software.</p> <p>There are visits to Lancashire who are also in the process of running a similar project (booked for 4th April) and Manchester (5th April). Both also run 3TC as their C&amp;C solution.</p> <p>Command And Control: There has been soft market engagement seeing what the options are available. The Command-and-Control Strand have had virtual demos from Airbus, MOSAIC (Airbox), 3TC (MODAS), UnBlur (IRIS CORE). A wider market review has been completed and a visit to BAPCO exhibition allowed for a minimum requirements scope to be developed with key stakeholders for procurement. Location visits to Lancashire and Greater Manchester who operate 3TC solutions has supported the application. A final minimum requirement meeting is to be held week commencing 10/04 by strand lead Station Manager - Firefighting – OATT. We will then get revised indicative costings.</p> <p>One area for consideration that has been identified but not defined by the scope is the ‘Gateway’ which is currently provided by Airbus. This is due for renewal in 2024, but some of the C&amp;C suppliers also provide a gateway option and is a consideration for a future direction of travel. This might improve regional interoperability and be a more cost effective solution in a bundle package.</p> <p>Gateway: A review of the market has concluded that there is no suitable technological solution. The plan will be to operate a board a tally system much like that used in Greater Manchester. A provider has identified, and costings undertaken. Future work will involve policy, training and roll out implications.</p> <p>Fleet: A number of key suppliers have been spoken to, E1 to IntoMove to consider a number of options. One area investigated is the cost of the project against the longevity of the proposed vehicle solution. As a result, a condition survey has been undertaken of both the existing welfare unit and the current CCU at Northwich. The project will recommend a direction of travel to SMT in an options paper if it is apparent the re-purposing of the welfare units isn’t VFM; there may be a larger saving to be had to have 2 ICSV rather than replacing the CCU. At this moment both the existing welfare unit and CCU have an estimated lifespan of 5 years. The CCU is due for a renewal forecast in 2025/26.</p>				





These surveys have identified degradation of body work to both units and the CCU has water ingress. Based on current numbers if CFRS needs to replace the CCU with a like vehicle the costs are between £750k to £1m (again based on E1 current prices).

The Fleet Manager has also provided an updated estimated cost for a van conversion based on E1 costs from 3 other FRS's who have undertaken similar projects (including Shropshire, H&W and MAWW). A meeting to confirm these costs is set for 18/04/23 with the Fleet Manager; and to confirm costs across a new chassis vs the existing vehicle.

The proposed layout has been put to the working group to put together their needs from IBE to Command Support. They have been provided 4 vehicle specs to support this development. A meeting on 26/04/23 is in place to finalise all end user requirements.



Airwave options and costs are being completed and costed, and being feedback by 14/04/2023

IT hardware (incl MDT3) is still to be ratified with IT - this is waiting on the working group needs which is due for completion in a consolidation meeting and layout meeting in late April.



Procurement: A specification document is being developed for the project and should be finalised by Mid-April. Lancashire and Greater Manchester have shared some of their documents.

The NW region has agreed to adopt the Merseyside FRS IBE software technology. It has been identified that Lancashire and Manchester FRS have commissioned 3TC to develop an IBE software solution for their Command and Control solution. I have logged this as a risk as if these is adopted it would cause divergence in the regionally agreed way of working and would be a move away from the Grenfell Inquiry recommendations.

## Service Delivery

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	<u>Explanation</u> (where status is red or amber)		
				
<b>Project Update</b>				
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	<u>Explanation</u> (where status is red or amber)		
				
<b>Project Update</b>				
<p>The closedown report for the project has now been submitted to PPB with Project Sponsor sign off. Poynton have received their Rapid Response Rescue Unit (Toyota Hilux) and all modifications have taken place and vehicle is now fully functional. Project Review meetings with the Station Manager, Group Manager - Operational Policy and Planning, and Station Manager - Research &amp; Development have been implemented and full Project Review Meeting with all stakeholders has been diarised for 2nd October 2023.</p>				



TBC		WHOLETIME ON CALL SUPPORT CREW MANAGER (OCSCM) ROLE		
PROJECT SPONSOR		Head of Service Delivery	PROJECT MANAGER	Service Delivery Manager - East
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
N/A	N/A			
<b>Project Update</b>				
<p>PID signed off at Performance and Programme board</p>				



**Protection**



1549		HIGH RISE SPRINKLER CAMPAIGN 2018		
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER	Group Manager - Protection
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
Project Update				
<p>Sanctuary Housing (9 Blocks in Chester) – The service is awaiting return of a signed agreement in order that the funds of £52k can be released to Sanctuary. The Service wrote to the directors of Sanctuary Housing stating that the monies needed assigning and if no further correspondence was received it would be taken the monies were not required. We have still to have a response from the company.</p> <p>Guinness Housing (Waverley Court Project, Cheshire East) – A media release including a photo opportunity with representatives from Guinness and Cheshire Fire is being arranged jointly by the respective comms teams. The Service is waiting for Guinness to agree a date.</p> <p>Torus Housing (Kingsway, Warrington) – Renovations of the block are ongoing and the Protection team are in regular communications with the project team. Completion is scheduled for November 2023.</p> <p>The remaining three high-rise blocks which require retro-fitting of sprinklers, Peninsula House (Warrington), Range &amp; Pennine Court (Macclesfield) are the main focus for the Unitary offices within those areas.</p> <p>All three high-rise blocks have been in recent discussions with the unitary office enquiring about the funding available to assist with the retro fitting.</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)		
				
<b>Project Update</b>				
<p>The closedown report for this project is to be delivered during the next P&amp;O committee meeting. The RBIP project is now part of the daily routine for inspectors across the Service. The vast majority of inspections are taken from the RBIP dataset with only life safety complaints, post fire inspections and follow up inspections the main exceptions. Due to the number of qualified inspectors within the team during this reporting year we did not meet the target of 1240 inspections. There is a deficit of 242 to catch up in the next financial year.</p> <p>Risks: the RBIP project has always been predicated on the number of qualified Inspectors able to complete the programme. 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	Group Manager - Protection
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
N/A	N/A			
<b>Project Update</b>				
<p>New project. PID sent to Performance and Programme board for approval.</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 next CRSG board meeting will take place on the 9 <sup>th</sup> May where feedback will be given around the governance to the procurement process and whether it is robust enough to be in the position to instruct the groups preferred company. The governance process has been developed by Warrington Borough council. A decision is expected to be made during June 2023 and a supplier instructed to start developing the road safety strategy.		
Project Update				
<p>Development of campaigns calendar linking into the NFCC &amp; NPCC road safety calendar has been completed and embedded into the Cheshire Road Safety Group calendar and the 2023 /24 Service Annual Road Safety plan. Cheshire Stat 19 &amp; Department of Transport Killed &amp; Seriously injured data has been analysed and researched with the production of a new infographic highlighting key causation factors linked into Cheshire Road users' demographics. Development of the Cheshire Road Safety Group strategic road safety plan is currently awaiting confirmation from the Local Authority Procurement department to establish if a scoring exercise is required to satisfy governance requirements. This should be confirmed in the next board meeting and then the final decision will be made to instruct the preferred company.</p> <p>Additional work is being carried out to establish / identify future funding streams for CRSG strategic road safety co-ordinator role; this role will support any strategy roll out.</p> <p>PID sent to Performance and Programme Board for approval</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)		
				
<b>Project Update</b>				
<p>Following discussion at the Prevention Departmental plan Q4 meeting, we have now revised our position on the new scenario being explored for Safety Central. The planning for this will be based around the existing water safety scenario area, to ensure that we maximise the number of available safety scenarios within the centre. There will be further exploration of what we can do with the construction site area at a later date.</p> <p>In March we attended the first NW regional Water Safety group meeting facilitated by MFRS. This is a newly formed group, chaired on an interim basis by the NW Police Underwater Search team. All NW FRS's were represented with the exception of Cumbria. CFRS took an action to contact representatives from Cumbria FRS and provide information to support them set up a local water safety group and then to provide a representation at the NW group. This meeting with Cumbria was held in early April and advise and support was given to their water leads.</p>				

1619		PREVENTION DEPARTMENTAL 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>				
<p>The staff briefing has identified a significant amount of positive feedback about the organisation, department and their roles. There is also positive feedback (for the most part) about how we can implement improvements across the departments. We have undertaken the next workstream leads workshop, which has now resulted in them completing their own iteration of the new department structure. They have been informed of progress and discussions to date and what the next steps involve. HR are now providing all current JD's so that they can be reviewed and amended to ensure they are fit for purpose within the new structure. All workstream leads remain incredibly positive about the work required and what the review has delivered to date. The review remains on schedule as per the timeline and milestones of the project.</p> <p>PID sent to Performance and Programme Board for approval</p>				



**People and Development**

1612		PDRPRO APPRAISAL AUTOMATION	
PROJECT SPONSOR		Director of Transformation	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>The appraisal system went live as planned on the 3<sup>rd</sup> April.</p> <p>The final training session took place on the 11<sup>th</sup> April and the project now heads into its closedown phase.</p> <p>A closedown report and lessons learnt session will be held during May.</p> <p>There are a number of items/enhancements already identified for future development of the system which will further drive efficiencies for the Service.</p>			