

CHESHIRE FIRE AUTHORITY

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 22ND NOVEMBER 2023
REPORT OF: CHIEF FIRE OFFICER AND CHIEF EXECUTIVE
AUTHOR: PETER HAYES / HAZEL MARSH

SUBJECT: PROGRAMME REPORT – QUARTER 2, 2023-24

Purpose of Report

1. To update Members on the Service's programmes and projects (including those contained within the Authority's annual IRMP action plan).

Recommended: That

[1] members review and approve the information provided.

Background

2. This report forms part of the Authority's quarterly performance reporting cycle which also includes reports on performance indicators and financial performance.

Information

3. Progress on delivery of the programmes and projects is reported in the form of a quarterly health report to the Service's Performance and Programme Board. The Board is responsible for ensuring the successful delivery of programmes and projects contained in the Authority's annual IRMP action plans.
4. The Programme Health Report for the second quarter of 2023-24 is attached to this report as Appendix 1.
5. The IRMP Project Master Tracker is attached to this report as Appendix 2.
6. Closedown Reports for approval are attached to this report as Appendices 3-4.

Financial Implications

7. Specific financial and budget impacts are detailed in the finance report presented separately by the Head of Finance.

Legal Implications

8. There are no issues to report that impact upon the Service's ability to meet its statutory or other legal obligations.

Equality and Diversity Implications

9. Programmes and projects are required to have equality impact assessments completed in accordance with the approved Project Management Framework.

Environmental Implications

10. Projects are individually assessed for environmental implications by the relevant project managers in accordance with the Service's Project Management Framework.

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BACKGROUND PAPERS: NONE

APPENDIX 1 - Quarter 2 - Programme Health Report 2023-24

APPENDIX 2 – IRMP Projects Master Tracker

APPENDIX 3 - Closedown Report 1612 PDR Pro Appraisal Module

APPENDIX 4 - Closedown Report 1606 Wilmslow Transition to DC1



Cheshire

Fire & Rescue Service

2023-2024 Programme Health Report

Quarter 2

Programme Health Report – Status Summary

No.	Project Title	Previous Status	Current Status
1558	Replacement of Crewe Fire Station		
1633	Fire Station Modernisation – Year 3		
1606	Wilmslow Transition to DC1		
1591	Microsoft 365 Implementation		
1613	Service Improvement Review - ISAR		
1616	Fire Cover Review		
1626	CRMP 2024-28 Planning		
1614	Welfare / Contaminants Unit Project		
1615	Intermediate Command Support Vehicle		
1549	High-Rise Sprinkler Campaign – 18/19 additional £144k sprinkler funding offer		
1621	Reduction in false alarms in Domestic Premises		
1568	WSR Road Safety		
1619	Prevention Department Review		
1612	PDRpro Appraisal Automation		
1611	Water Safety Awareness		

Service Improvement

1558 Replacement of Crewe Fire Station			
Programme Sponsor	Head of Service Improvement	Programme Manager	Project Manager
<p>The modernisation of Crewe fire station is nearing its completion date. The move in date is the 1st of November 2023 and this is in line with the programme of works from ISG. Estates and IT teams are briefed and ready for this date and will ensure a seamless transfer of the operational staff to the new fire station before handing the temporary fire station back to ISG for dismantling and removal from the site.</p> <p>Work on the Bungalow to house the community safety teams will continue until the new year and further ground works are still required to be completed.</p>			
1591 Microsoft 365 Implementation			
Programme Sponsor	Head of Service Improvement	Programme Manager	Corporate Programme Manager
<p>Phase 6 – H Drive Removal</p> <p>A date has been set for H drives to be made read only. This will take place throughout week commencing 20th November.</p> <p>Initial comms for H drive removal have been agreed. The Comms team are working on graphics to accompany the messages which are due to go out in late October.</p> <p>Phase 7 – Azure Virtual Desktops (AVD)</p> <p>SLT agreement to fund the ongoing use of AVD was received in August.</p> <p>The AVD solution is now set up and we are currently conducting a 1-month pilot period with operational staff from Bollington, Middlewich, and Nantwich. Once completed, any final tweaks to the system will be made and it will be rolled out across the service. Webmail will no longer be available outside of AVD.</p>			

Skype servers have been decommissioned, so users will no longer be able to use Skype.

The project will enter closedown once Phases 6 and 7 are completed.

A new programme has been created, the 'M365 Adoption Programme', and will feature in the next quarterly update following a kick off meeting in November 2023.

1606 Wilmslow Transition to DC1

Programme Sponsor	Head of Service Delivery	Programme Manager	Corporate Programme Manager
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The Project closedown report has been completed and is included as part of the Quarter 2 Performance and Programme Board pack for sign off.

1633 – Station Modernisation Programme Year 3

Programme Sponsor	Head of Service Delivery	Programme Manager	Corporate Programme Manager
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Year 3 of the modernisation programme is underway at Congleton fire station, with the operational staff now decanted into the temporary accommodation on site and responding to incidents as normal. The station has been cleared of all fixtures, fittings and has had identified areas of asbestos removed and disposed of. Scaffolding works are nearing completion around the external areas of the roof structure, with roofing works due to commence in schedule with the programme. Operational staff are liaising with the Wates site manager on a regular basis and are comfortable in the temporary accommodation.

Approval to proceed for work at Macclesfield and Wilmslow was approved by the CFA in September with work at Macclesfield commencing in October and in the new year for Wilmslow.

1616 Fire Cover Review				
Programme Sponsor	Head of Service Improvement	Programme Manager	Group Manager – Service Improvement	
<p>Scopes 1-3 of the project have been completed during Quarter 2; the proposals resulting from these parts of the review are included within the Draft CRMP 2024-2028 which has now been published for public consultation. This includes proposals to change the way we measure our response times and how we should resource and use a number of our fire engines. To support the consultation process a detailed options document was also produced which outlined how the Fire Cover Review has been completed and the process used to determine the final proposal for consultation.</p> <p>Work has begun on Scope 4 which relates to the location and crewing of our special appliances. SLT were provided with an update on 16th September which generated further areas for analysis to shape the final proposals.</p>				
1626 CRMP 2024-2028 Planning				
Programme Sponsor	Head of Service Improvement	Programme Manager	Group Manager – Service Improvement	
<p>The Service concluded it's extensive pre-consultation activity during Quarter 2 and considered the how the feedback from this process should be used to influence development of the Draft CRMP. This feedback was presented and explored with Members during several planning days to assist in the iterative development of key proposals for the new plan.</p> <p>The Draft CRMP 2024-2028 was completed during September and presented by the Chief Fire Officer during Combined Fire Authority on 27th September. Members approved the publication of the plan for a formal 12-week consultation period to commence on 2nd October.</p>				

Operational Policy Assurance

1613 Service Improvement Review – International Search and Rescue				
Programme Sponsor	Head of Service Improvement	Programme Manager	Service Delivery Manager	
<p>The project has recommenced, and the project manager has met with the working group to continue discussions. The working group have been tasked with considering what additional benefits could be achieved for the communities of Cheshire and what that would look like and are set to present to the project manager at the end of October.</p>				
1614 Welfare/Contaminants Unit Project				
Programme Sponsor	Head of Operational Policy & Assurance	Programme Manager	Station Manager – Operational Support & Risk	
<p>Due to ongoing safety concerns the decision to introduce a smaller 12-person unit has been agreed. This is lighter and shorter in length than the previous vehicle. The unit has a welfare area and seating for 12, has one gender neutral toilet and one lockable changing area at the rear. This unit will still deliver the IRMP objective of improved welfare arrangements.</p> <p>Training for use and towing of the vehicle is planned for early 2024 prior to the commencement of a 12-month trial of the unit in March 2024. This will help ensure the unit delivers value for money and to ensure the unit's capabilities meet operational requirements during large scale incidents.</p> <p>In advance of the trial an electronic feedback form for all staff to complete has been created to allow for detailed evaluation of the unit.</p> <p>A short video to showcase the unit once it is fully operational is all planned to be completed. This will be narrated by a member of the project working group and internally advertised on the Intranet to promote the capabilities of the unit.</p>				

1615 Intermediate Command Support Vehicle			
Programme Sponsor	Head of Operational Policy & Assurance	Programme Manager	Station Manager – Operational Support & Risk
<p>This project is in the process of being closed down and a new project will be created to manage the implementation and introduction of the proposed new ICSV to the Service. Options are currently being discussed as to whether the Service will choose a new vehicle or repurpose an older vehicle.</p> <p>This project has provided a robust research and development position to inform the future project. Agreement is now required by the SLT as to the preferred option. A review of the risks and lessons learnt is being conducted to help shape the new project scope moving forward.</p> <p>The new project will form part of the next CRMP (2024-2028).</p>			

Protection

1549 High Rise Sprinkler Campaign			
Programme Sponsor	Head of Prevention & Protection	Programme Manager	Group Manager - Protection
<p>The service is awaiting return of a signed agreement in order that funds of 52K can be released to Sanctuary Housing, which has 9 blocks in Chester. Numerous attempts have been made to encourage the return and once funds have been exchanged a media release will be prepared.</p> <p>A media release including a photo opportunity with representatives from Guinness Housing (Waverley Court Project, Cheshire East) and Cheshire Fire is being arranged jointly by the respective Comms teams.</p> <p>Renovations of the Torus Housing block in Warrington are ongoing and the Protection team are in regular communication with the Project team. Completion is scheduled for November 2023.</p>			
1621 Reduction in False Alarms in Domestic Premises			
Programme Sponsor	Head of Prevention & Protection	Programme Manager	Group Manager - Protection
<p>All areas of the project are progressing and working towards completion by the end of March 2024 as scheduled. Protection audits are being undertaken in premises identified as having 3 or more activations within the previous 12-month period (2022-23).</p> <p>A letter to responsible persons for the premises is currently awaiting sign off by the Area Manager but can then be distributed.</p>			

A number of social media posts are being developed to support the project. These will be posted intermittently throughout the rest of the calendar year to provide an ongoing message.

Protection training to be carried out in December (4th) to provide an update on fire alarm arrangements in Sheltered Housing premises.

Prevention

1568 Road Safety Strategy Plan Cheshire				
Programme Sponsor	Head of Prevention & Protection	Programme Manager	Station Manager – Deliberate Fire Reduction & Road Safety	
<p>Cheshire Road Safety Group (CRSG) have now concluded the procurement process and have agreed that Agilysis can be instructed to develop and produce the road safety strategy for Cheshire. The contract will therefore be signed in November.</p> <p>Sub groups will be developed, and they will work on the various workstreams generated by the development of the strategy.</p> <p>Renewal of the CRSG agreement has been discussed and the chair of CRSG confirmed that a new agreement will be signed via a 12-month extension.</p>				
1619 Prevention Department Review				
Programme Sponsor	Deputy Chief Fire Officer	Programme Manager	Head of Prevention & Protection	
<p>The Prevention Department review remains on schedule as per the milestones. The first iteration of the departmental structure has now been drafted and is due for presentation to SLT on 16/10/2023. The structure has been provisionally costed, but further work will be required to officially Hay Grade the positions and stress test the proposed structure to identify any areas of risk.</p>				

1611 – Raise awareness of water safety				
Programme Sponsor	Head of Protection & Prevention	Programme Manager	Group Manager - Prevention	
<p>It has been agreed that as the Water Safety Group now meets on a regular basis this project can be closed. The Water Safety Group has now become part of BAU activities for the Prevention department.</p> <p>A closedown report will be completed and submitted to the next quarterly review.</p>				

People and Development

1612 PDR Pro Appraisal Automation				
Programme Sponsor	Head of Service Improvement	Programme Manager	Project Business Manager	
<p>The closedown report is contained as part of the performance and programme board pack for sign-off.</p>				

Post Implementation Review Tracker

HMO - 1589	Feb 2024
Floodwater - 1582	Feb 2024
Protection Review - 1554	Feb 2024