

# CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 6<sup>TH</sup> MARCH 2024  
**REPORT OF:** CHIEF FIRE OFFICER AND CHIEF EXECUTIVE  
**AUTHOR:** PETER HAYES / HAZEL MARSH

---

**SUBJECT:** PROGRAMME REPORT – QUARTER 3, 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 third 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 Appendix 3.

## 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.

**CONTACT: KIRSTY JENNINGS, GOVERNANCE OFFICER**

**TEL [01606] 868814**

**BACKGROUND PAPERS: NONE**

**APPENDIX 1 - Quarter 3 - Programme Health Report 2023-24**

**APPENDIX 2 – IRMP Projects Master Tracker**

**APPENDIX 3 – Incident Support Command Vehicle Closedown Report**



# Cheshire

## Fire & Rescue Service

2023-2024 Programme Health Report

Quarter 3

## Programme Health Report – Status Summary

| No.  | Project Title   | Previous Status | Current Status |
|------|---|-----------------|----------------|
| 1558 | Replacement of Crewe Fire Station   |                 |                |
| 1633 | Fire Station Modernisation – Year 3   |                 |                |
| 1591 | Microsoft 365 Implementation  |                 |                |
| 1613 | Service Improvement Review - ISAR   |                 |                |
| 1616 | Fire Cover Review   |                 |                |
| 1626 | CRMP 2024-28 Planning   |                 |                |
| 1614 | Welfare / Contaminants Unit Project   |                 |                |
| 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  |                 |                |
| 1611 | Water Safety Awareness  |                 |                |

## Service Improvement

|   |                             |                          |                             |  |
|---|-----------------------------|--------------------------|-----------------------------|--|
| <b>1558 Replacement of Crewe Fire Station</b>   |                             |                          |                             |  |
| <b>Programme Sponsor</b>  | Head of Service Improvement | <b>Programme Manager</b> | Project Manager             |  |
| <p>The operational staff at Crewe Fire Station have settled into their new working environment with very little issues. ISG have continued with the refurbishment of the community safety bungalow and are resolving issues with the heating and fire alarm systems before handing the building back to CFRS. External works have been completed and the final account is being completed before submission to CFRS.</p>  |                             |                          |                             |  |
| <b>1591 Microsoft 365 Implementation</b>  |                             |                          |                             |  |
| <b>Programme Sponsor</b>  | Head of Service Improvement | <b>Programme Manager</b> | Corporate Programme Manager |  |
| <p>The Azure Virtual Desktop (AVD) Solution has been successfully tested with a number of users across the service and has received some very positive feedback. AVD will be rolled out across the organisation in February 2024 and made available to those that do not have a CFRS laptop to help facilitate simpler and more effective working from home. Webmail will no longer be available outside of AVD.</p> <p>Users H drives were made 'Read-only' during November 2023 and the H drives will be archived at the end of January 2024. Once archived, users will not be able to access their H drive content and can only retrieve under special circumstances. Following this, the H drives are planned to be disposed of in January 2025. This will provide 12 months for users to raise a case to retrieve essential H drive content which they may not have moved prior to January 29<sup>th</sup> 2024.</p> <p>This project will enter closedown in March 2024 following the roll-out of AVD in February.</p> |                             |                          |                             |  |

|   |                             |                          |                                     |  |
|---|-----------------------------|--------------------------|-------------------------------------|--|
| <b>1633 – Station Modernisation Programme Year 3</b>  |                             |                          |                                     |  |
| <b>Programme Sponsor</b>  | Head of Service Improvement | <b>Programme Manager</b> | Corporate Programme Manager         |  |
| <p>The modernisation of Congleton Fire Station has been affected by the weather conditions over the last few months due to the roofing works required. Currently, the modernisation is 12 days behind programme. Wates have rescheduled the programme and are confident that a completion date of the 30<sup>th</sup> January 2024 is achievable, with operational staff moving back into the station.</p> <p>Macclesfield fire station is on programme, following the installation of a new roof covering of the appliance bay, installation of solar PV and construction of internal partition walls. The fire station temporary accommodation is being delivered and installed on the 11<sup>th</sup> and 12<sup>th</sup> of January, and crews will operate from this facility whilst Wates construction begin the programme of modernisation works in the main building.</p> <p>Work on Wilmslow station is due to commence in early March 2024.</p> |                             |                          |                                     |  |
| <b>1616 Fire Cover Review</b>   |                             |                          |                                     |  |
| <b>Programme Sponsor</b>  | Head of Service Improvement | <b>Programme Manager</b> | Group Manager – Service Improvement |  |
| <p>Detailed work on Scopes 4-6 has continued throughout the quarter the majority of which will be presented to SLT for decisions before 31st March 2024. The Specials review is now complete and subject to SLT agreement on 26th February. The standby analysis work has been subject to some delays due to the availability of data from NWFC but is now progressing well. Scope 6 (On-Call model) has been subject to detailed planning discussions, but will be moved to a separate project as part of the CRMP 2024-28 implementation phase from 1st April 2024 onwards.</p>   |                             |                          |                                     |  |

|   |                             |                          |                                     |
|---|-----------------------------|--------------------------|-------------------------------------|
| <b>1626 CRMP 2024-2028 Planning</b>   |                             |                          |                                     |
| <b>Programme Sponsor</b>  | Head of Service Improvement | <b>Programme Manager</b> | Group Manager – Service Improvement |
| <p>Following the approval of the draft plan in September, the whole of Quarter 3 comprised of our wide ranging internal and external consultation programme during which we engaged with a wide range of stakeholders, staff and public across Cheshire to seek their views. The full details of the consultation outcomes and analysis will be provided in a separate paper to CFA on 14th February.</p> |                             |                          |                                     |

# Operational Policy Assurance

|   |  |                          |  |  |
|---|--|--------------------------|--|--|
| <b>1613 Service Improvement Review – International Search and Rescue</b>  |  |                          |  |  |
| <b>Programme Sponsor</b>  | Head of Service Improvement            | <b>Programme Manager</b> | Service Delivery Manager                     |  |
| <p>This project has now been completed with recommendations being drawn up into a paper for presentation to the Head of OPA before going to the Service Leadership Team for consideration.</p>  |  |                          |  |  |
| <b>1614 Welfare/Contaminants Unit Project</b>   |  |                          |  |  |
| <b>Programme Sponsor</b>  | Head of Operational Policy & Assurance | <b>Programme Manager</b> | Station Manager – Operational Support & Risk |  |
| <p>The 12-person Welfare and Contaminants Unit (WCU) is now fully operational at Penketh fire station. A new Service Instruction has been written and uploaded to corporate docs. Policy and Planning have worked with CFRS Comms team and produced a short promotional video which is available on the Service Intranet. The video was narrated by Gemma Sheehan who was part of the staff project working group. Communications have been released to operational staff through Green bulletins.</p> <p>The WCU was requested and used operationally during an incident on 16/12/2023 and received very positive feedback from operational staff. Feedback will continue to be monitored during the evaluation period and this project will remain open whilst CFRS continue to monitor and review the WCU during the 12-month trial period. Project Manager Andy Hallworth will be the project lead going forward.</p> |  |                          |  |  |



# Protection

|   |                                 |                          |                            |
|---|---------------------------------|--------------------------|----------------------------|
| <b>1549 High Rise Sprinkler Campaign</b>  |                                 |                          |                            |
| <b>Programme Sponsor</b>  | Head of Prevention & Protection | <b>Programme Manager</b> | Group Manager - Protection |
| <p>The sprinkler installation at Kingsway House is nearing completion and the contract between Torus Housing and CFRS is with the housing solicitors. The high-rise is due to finish refurbishment in Q4 with reoccupation also within this quarter. Media opportunities will be utilised once completed.</p> <p>Peaks and Plains have intimated that the funding for retrofitting sprinklers in Range and Pennine Court in Macclesfield will not be realised in the next financial reporting year. This is the same for Peninsula House in Warrington.</p> <p>This means the project has successfully engaged with the stakeholders of 18 of our 21 high-rise residential buildings and retrofitted a sprinkler system within each building.</p> |                                 |                          |                            |
| <b>1621 Reduction in False Alarms in Domestic Premises</b>  |                                 |                          |                            |
| <b>Programme Sponsor</b>  | Head of Prevention & Protection | <b>Programme Manager</b> | Group Manager - Protection |
| <p>All areas of the project are progressing and working towards completion by the end of March 2024 as scheduled.</p> <p>Protection audits have been completed in premises identified as having 3 or more activations within the previous 12-month period (2022-23). The letter to responsible persons has been signed off and distributed.</p> <p>A number of social media posts have been developed to support the IRMP project.</p> <p>Awaiting update from Prevention, re Safe &amp; Well visits to Sheltered Housing Premises.</p> <p>Protection training carried out in December to update on fire alarm arrangements in Sheltered Housing Premises.</p>  |                                 |                          |                            |

# Prevention

|   |                                 |                          |   |  |
|---|---------------------------------|--------------------------|---|--|
| <b>1568 Road Safety Strategy Plan Cheshire</b>  |                                 |                          |   |  |
| <b>Programme Sponsor</b>  | Head of Prevention & Protection | <b>Programme Manager</b> | Station Manager – Deliberate Fire Reduction & Road Safety |  |
| <p>Since the last update the board have been presented with alternative funding options from another company and so have delayed the development of the road safety strategy to explore this.</p> <p>Currently the Cheshire Road Safety Group (CSRG) are making decisions on which external provider will develop and write the strategy. The CSRG were about to instruct Agilysis to deliver the strategy but, in December, Cheshire Police brought to the groups attention another external company, TJA Associates, who work with the Department of Transport and the National Police Chiefs Council (Roads Policing Review).</p> <p>It is thought that TJA could provide funding of approximately £100K for the CSRG to develop road safety best practice guidance that can be rolled out to other groups. This option is currently being explored further.</p> |                                 |                          |   |  |
| <b>1619 Prevention Department Review</b>  |                                 |                          |   |  |
| <b>Programme Sponsor</b>  | Deputy Chief Fire Officer       | <b>Programme Manager</b> | Head of Prevention & Protection                           |  |
| <p>There has been a delay in the milestones being completed in Quarter 3, as the Service Leadership Team required a supporting strategy to sit alongside the proposals outlined within the SLT briefing. This strategy is now written in draft format and will be presented to SLT on 15/01/2024.</p> <p>Although this pushes the timeline back slightly, it has also helped due to the Hay Grading process still being undertaken by HR and the resources required to do this effectively.</p>   |                                 |                          |   |  |

|  |                                 |                          |                            |
|--|---------------------------------|--------------------------|----------------------------|
| Subject to the strategy being approved by SLT, the timeline will be reviewed to determine a completion date either before or after 01/04/2024. |                                 |                          |                            |
| <b>1611 Raise awareness of water safety</b>  |                                 |                          |                            |
| <b>Programme Sponsor</b>   | Head of Protection & Prevention | <b>Programme Manager</b> | Group Manager - Prevention |
| This project has now been closed. A Closedown report will be presented to the Committee in Quarter 4.  |                                 |                          |                            |

## Post Implementation Review Tracker

|                            |          |
|----------------------------|----------|
| 1586 – Water Carrier       | May 2024 |
| 1588 – Wildfire Capability | May 2024 |