

**Department:** Operational Policy and Assurance  
**Project Number on CPS:** 1615  
**Project Manager:** Tam Blair  
**Project Sponsor:** Tony O'Dwyer  
**Date of Report:** 01/12/2023  
**Version No:** 3



**Cheshire**  
Fire & Rescue Service

**Project title and brief description**

This project is to create a new state of the art Command Support Vehicle. The vehicle will be designed by a dedicated working group that will be formed from a cross section of the service.

***Original terms of reference***

- Develop an Intermediate Command Support Vehicle with the scope of supporting mid-sized incidents. It should also have the ability to handover to and from the Command-and-Control Unit.
- Have the ability to become an evacuation unit: This is to manage and support the resolution of high rise and any other related incidents where Immediate Building Evacuation (IBE) is required. Link with the NW region High Rise group for project convergence.
- Have the capability to implement 'Gateway Control': Where there is a requirement for greater control of personnel moving in and out of a hazardous area. Addition is to procure a gateway solution and roll out to CFRS staff in Service Delivery.
- Use the existing welfare unit based at Northwich.

## Closedown and Evaluation Report

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<b><u>Achievement of Project Outputs and Outcomes</u></b>	
<b>Project Outputs</b>	<p>This project has now generated an options paper and has acted as a feasibility study for a future implementation project.</p>
<b>Project Outcomes</b>	<p>The project outcomes are that SLT can make an informed decision based on the research and development phase of the project. The risks associated with the project have become more apparent and the lessons learnt will inform the scope of the new project.</p> <p>Due to the significant change in scope of the project to include new command and control software and potentially a new MDT gateway it was decided to close project 1615 and to start a new project that will be used to manage the implementation of the chosen option.</p> <p>The options proposals have been delivered to ACFO Griffiths and AM O'Dwyer and there is to be a further presentation to all the Principal Officers on 8<sup>th</sup> November. The outcome of these meetings has allowed both the Head of OPA and Principal Officers to see an end product by seeing Shropshire's vehicle solution; and to see 3TC's Command and Control Software and aspects of their gateway functionality (Demo by Lancashire Fire and Rescue Service).</p> <p>The revised budget bid has been submitted given the significant change in scope.</p> <p>This project and budget are to be included in next year's CRMP and budget.</p>

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<b><u>Benefits</u></b>	
<b>Project Benefits</b>	This project has provided the intelligence for SLT to shape a new project to the requirements of the organisation. This has been captured in the options paper and alongside a demo day where the CFO was able to see a 5 Tonne vehicle option and received a demo of the Command & Control Software and MDT Gateway in its specific function around Fire Survival Guidance module (being considered as a replacement for the Merseyside SharePoint temporary FSG solution).
<b>Measurement of Benefits</b>	N/A
<b><u>Performance against forecast time, cost and resources</u></b>	
<b>Review of performance against forecast time, cost and resources</b>	This phase has taken 9 months and there has been no cost implication at this juncture, except for research time and time spent preparing the options paper.
<b><u>Lessons Learned</u></b>	
<b>Review of what worked well and what could have been done differently.</b>	<p>A risk and stakeholder workshop will need to be completed as part of the new project start up.</p> <p>Having access to an IT project manager has been invaluable. What made this so important is the managers field of expertise and taking some of the burden off the project manager, as well as keeping the project running to identified deadlines.</p> <p>Identification of a potential replacement for the interim Fire Survival Guidance (FSG) SharePoint spreadsheet from Merseyside FRS.</p>

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Identification of the potential need to change the Mobile Data Terminal (MDT) gateway to facilitate other project requirements i.e. FSG modules embedded on all MDT's and accessible via Command & Control software.

The use of Starlink as connectivity resilience has other benefits in relation to Business Continuity and Crisis Management in the event of a National Power Outage.

There is no technological solution for gateway control in relation to cordon control.

The impact of vehicle size and driver training impacts due to the impending Regulation 19 changes. An example is for a 5,000kg chassis, existing class 4 drivers only need complete familiarisation. On the 3,500kg chassis the same drivers needs to complete 80+ hours of driver training.

The potential for a new way of how CFRS operates command support in the short to medium term. This will allow the organisation to transition from 1 advanced unit (25C1 at Northwich) to one, or potentially two, Command Support Units (CSU's) operating from strategic locations. In addition this model provides the organisation a more robust and reactive system.

The integration of any proposed system with existing systems and organisational investment i.e., M365. It has been identified by an Area for Improvement from the HMICFRS about improving our debriefing process, and how we share operational learning. This project looks not only to support the investment in M365 but maximise the opportunity for capturing and sharing learning.

The potential use of the vehicle in L3&4 Command assessment at the training centre; but also providing a remote assessment option for On-Call personnel.

What could have been done differently:

This phase should have been completed prior to any budget bids and scopes being agreed. This has caused a delay in project implementation.

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<b><u>Future requirements</u></b>		
<b>Progression into business as usual</b>	N/A	
<b>Post implementation review</b>	N/A	
<b><u>Project Managers Commentary</u></b>		
<b><u>Approval of Closedown and Evaluation Report</u></b>		
	<b>Name</b>	<b>Approval Date</b>
<b>Project Manager</b>	Tam Blair	
<b>Project Sponsor</b>	Tony O'Dwyer	
<b>Relevant Board / Committee</b>	Performance and Programme Board	