

CHESHIRE FIRE AUTHORITY

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 10TH JULY 2024
REPORT OF: HEAD OF SERVICE IMPROVEMENT
AUTHOR: PETER HAYES / HAZEL MARSH

SUBJECT: PROGRAMME REPORT – QUARTER 4, 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 fourth 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.

Financial Implications

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

Legal Implications

7. 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

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

Environmental Implications

9. 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 4 - Programme Health Report 2023-24

APPENDIX 2 – IRMP Projects Master Tracker

PROGRAMME HEALTH REPORT – 2023/24 QUARTER 4



Cheshire Fire & Rescue Service

2023-2024 Programme Health Report

Quarter 4

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		
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		
1648	Response Project	N/A	
1645	Democratic Service and Exec Support Review		
1642	SharePoint Online and Teams	N/A	

Service Improvement

1558 Replacement of Crewe Fire Station				
Programme Sponsor	Head of Service Improvement	Programme Manager	Project Manager	
<p>Crewe fire station is operating at a steady state with monitoring of its performance being discussed through the monthly Land and Property group.</p> <p>The project is formally moving into its closedown phase and a closedown report will be produced to bring to the next performance and programme board</p>				
1591 Microsoft 365 Implementation				
Programme Sponsor	Head of Service Improvement	Programme Manager	Corporate Programme Manager	
<p>All workstreams are now complete and the project is beginning closedown and handed over to business as usual.</p>				
1633 – Station Modernisation Programme Year 3				
Programme Sponsor	Head of Service Improvement	Programme Manager	Corporate Programme Manager	
<p>The modernisation works at Congleton fire station are now complete and the project team is working with Wates to correct issues identified on the snagging list.</p> <p>Macclesfield fire station has been reported by Wates as being on programme and due for completion at the end of May. Wates reported issues with the current site manager who has now been replaced by a third site manager. The consistency of site management has been raised as a concern with Wates.</p> <p>Wilmslow fire station is currently reporting a three week delay due to all areas of the roof structure identifying areas of asbestos. The costs associated with the removal of the asbestos and the time delay have been presented by Wates as £94k. The project team are in consultation with SLT regarding the impact of this delay and next steps for the programme.</p>				

Operational crews at Macclesfield and Wilmslow are working closely with the project team to ensure there is no impact on welfare arrangements and operational response during the programme, and resolving issues as and when they occur, with Wates providing a swift resolution.

1648 Response Project

Programme Sponsor	Head of Service Improvement	Programme Manager	Project Manager – Service Improvement
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The Community Risk Management Plan (CRMP) was agreed by the Cheshire Fire Authority (CFA) on 14th February 2024. Following this the Response Project was created and most of the activity during Q4 has been focused around preparing and initiating the project team, structures, and creation of the PID.

Collective agreement and re-deployment procedures have been drafted and are currently in consultation.

1642 SharePoint Online and Teams

Programme Sponsor	Head of Service Improvement	Programme Manager	Corporate Programme Manager
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This project provisionally commenced in early March 2024 prior to the sign-off of the project initiation document due on May 7th. It has 6 key workstreams and is progressing well:

- 1) Creation of clear controls and governance
- 2) Migration of existing PBB and BLC 2013 SharePoint Sites to SharePoint Online
- 3) Migration of Dept. drives to SharePoint Online
- 4) Manage the transition of Corporate Docs to a new platform
- 5) Manage the transition of the current H&S reporting form
- 6) Trial of Team Sites for Projects

Workstream 1 is nearing completion and workstreams 2,3, 4 and 6 have commenced in earnest.

Workstream 1 – Guidance documents for users of Teams and SharePoint have been produced, naming convention guidance, Teams and SharePoint site request forms have also been created.

Workstream 2 – a review of the PBB SharePoint site has commenced to determine what documents and data should be kept and migrated to the new version.

Workstream 3 – the Service Improvement team have begun the cleanse of documents and folders and currently migrating content across to the new Service Improvement SharePoint Online site. Service Delivery have also had a departmental site created. Heads of department have been asked to start the cleanse process in their teams and to consider realistic timeframes for migration of their department's documents.

Workstream 4 – A working group is being pulled together to review requirements for a replacement corporate docs system/solution.

Workstream 6 – the corporate programme office project managers are now using Team sites to help manage their projects. Feedback so far has been very positive.

Operational Policy Assurance

1613 Service Improvement Review – International Search and Rescue			
Programme Sponsor	Head of Operational Policy & Assurance	Programme Manager	Service Delivery Manager
<p>The project manager has met with the Head of OPA to discuss findings. Following this a paper is being drawn up for presentation to the Service Leadership Team for consideration.</p> <p>The ISAR team have had a positive impact on the Service following their deployments with interest from the public, and the paper will therefore recommend that the ISAR team remains and we explore ways to utilise their skills within county at particular incidents e.g. spate conditions, water rescues, wildfire etc.</p>			
1614 Welfare/Contaminants Unit Project			
Programme Sponsor	Head of Operational Policy & Assurance	Programme Manager	Station Manager – Operational Support & Risk
<p>The 12 month trial period of the Welfare Contaminants Unit (WCU) commenced in October 2023.</p> <p>The WCU has been used twice at operational incidents, and four times during exercises. A number of feedback forms have been received, all of which have been positive. The WCU has been raised at SMG a number of times to raise its profile. On the 19th of April at the Joint Health Safety & Wellbeing Committee it was decided that NWFC should provide prompts to commanders on the availability of the WCU to attend incidents if required.</p>			

Protection

1549 High Rise Sprinkler Campaign				
Programme Sponsor	Head of Prevention & Protection	Programme Manager	Group Manager - Protection	
<p>The Kingsway House installation in Warrington was completed during Quarter 3, with residents moving back into the high-rise building. The Service were invited to the grand reopening and the local office, Sprinkler Champion, Protection GM, and Councillor Brian Gallagher attended the ceremony. This installation makes it the 18th high-rise project installed with sprinklers out of 21 high-rise buildings initially identified.</p> <p>Following approval from SLT, this project will be closed down with an evaluation completed to highlight the successes and lessons learnt.</p>				
1621 Reduction in False Alarms in Domestic Premises				
Programme Sponsor	Head of Prevention & Protection	Programme Manager	Group Manager - Protection	
<p>A social media campaign has been developed by Corporate Comms to roll this out over Quarter 1 2024-25. The Website has also been updated with regards to false alarms, and a revised false alarms leaflet will also be issued.</p> <p>Regarding intervening with premises that have multiple false alarms, 28/30 fire safety audits or Primary Authority compliance visits have been conducted at the Sheltered Housing premises identified. Every effort has been made to contact and audit the remaining premises, with no response as yet from the responsible persons. In light of this the target date for this has been reforecast to the 31/12/2024.</p> <p>Details on premises that are to be given a Safe and Well Visit due to repeat false alarms are being collated. Intervention with these premises from Protection was completed on the 29/03/24, and intervention from Prevention has a target date of the 31/12/2024.</p> <p>Training on Specialised Housing was delivered to Protection Staff and responsible persons in December 2023. A letter was issued to 48 registered landlords with premises in Cheshire in January 2024 to promote the reduction of false alarms.</p> <p>As a department we are looking at refreshing knowledge on IRS guidance to ensure consistency of property category identification by Dec 2024.</p>				

Prevention

1568 Road Safety Strategy Plan Cheshire				
Programme Sponsor	Head of Prevention & Protection	Programme Manager	Station Manager – Deliberate Fire Reduction & Road Safety	
<p>At the last meeting of the Cheshire Road Safety Group (CRSG) it was agreed that Agilysis would be instructed to develop and write the CSRG Road Safety Strategy over the next 6-8 months. The Strategy will involve Agilysis speaking with stakeholders and working with available data to formulate the document. Within the document, the five principles of Safe Systems will be embedded and inform the strategy implementation.</p>				
1619 Prevention Department Review				
Programme Sponsor	Deputy Chief Fire Officer	Programme Manager	Head of Prevention & Protection	
<p>The proposed structure and workstreams were taken to the Fire Authority Planning Day on the 22nd March 2024 and were agreed. The official consultation period is due to commence with staff involved and the Rep bodies on the 30th March 2024. All substantive staff have now been matched to a post in the proposed structure and there are a number of fixed term staff who will now await any additional moves from substantive staff, before being offered positions in the structure. Through disestablishing vacant positions and using the funding in other, higher priority areas of the team, there will be no compulsory redundancies and the department will have to go out for recruitment to new positions within the structure. A 2-day management conference has been held and Departmental managers have created new systems and processes, identifying the outputs and outcomes that the new structure will realise.</p>				
1611 Raise awareness of water safety				
Programme Sponsor	Head of Protection & Prevention	Programme Manager	Group Manager - Prevention	
<p>A Closedown report will be presented to the Committee in Quarter 1 2024-2025.</p>				

Governance

1645 Democratic Service and Exec Support Review			
Programme Sponsor	Director of Governance	Programme Manager	Governance and Corporate Planning Manager
<p>A meeting with the Director of Governance, Governance and Corporate Planning Manager, Staff and HR Rep took place on 28th February. At this meeting the review was launched and the team undertook a SPOT Analysis.</p> <p>SLT, Fire Authority Members and the Team have all completed Stakeholder Surveys and the results will be considered as part of the review.</p> <p>Donna Linton is in the process of completing the report detailing the findings to be reported to SLT - date not yet confirmed.</p>			

Post Implementation Review Tracker

1588 – Wildfire Capability	Autumn 2024
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