



## Performance and Programme Board – Programme Health Report

All data supplied in the report has been populated directly from the Cheshire Planning System on **12 January 2017**, any changes after this date will not be reflected.

Reporting Period	FROM	26 OCTOBER 2016	TO	12 JANUARY 2017
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### PROJECT PROGRESS SUMMARIES, RAG STATUS AND IMPACT MITIGATION

1226 PROGRAMME: BLUE LIGHT COLLABORATION

PROGRAMME SPONSOR		Mark Sellwood	PROGRAMME MANAGER	Sarah Davies
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)		
		Review of current programme timelines to reflect changes to MFSS implementation and colocation of staff		

#### Programme Update

#### Programme Management

The Programme budget included implementation costs for the provision of a Joint Vehicle Maintenance Unit and estimated savings were identified. The development of the Blueprint revealed that these savings would not be possible, at least in the short-term. As a result, a decision was taken in December 2016 to remove this from the current Programme.

The Multi Force Shared Service (MFSS) project was due to start in September 2016 to complete by April 2017. A decision has been taken to move to a new version of Oracle which will significantly reduce both implementation and ongoing revenue costs. As a result the project will now be initiated in January 2017 to complete late 2017/ early 2018. Detailed planning is currently ongoing to confirm the final timeline. The decision has impacted on the delivery of the Programme, but will still allow the Programme to be concluded before the April 2018 Programme end-date.

Major risks to the programme are outlined below:

- MFSS. Any delays to the MFSS could incur additional programme costs and delay the final Joint Corporate Service model.
- PFI legal negotiations. If legal agreements are not reached in a timely manner then any required estates work could be delayed.

#### Legal and Contracts

- Programme Collaboration Agreement signed off.
- IT Service Level Agreement to be finalised.
- Property documents for the PFI to be produced following publication of the Programme by the PFI provider and PFI funder approval process.
- MFSS Collaboration Agreement and Deed of Adherence to be produced once a decision about Oracle Fusion has been made.

- End State Collaboration Agreement to be produced by the end of March.
- Programme Governance Workshop planned on 27th January to refine and develop governance models previously presented to Programme Board and Chief Officers.

### Process and Business Change

- Blue print panels completed and further blueprint panels for Communications and Business Intelligence will be held in July 2017.
- Principal Officers co-locating to joint HQ in August 2017.
- Estates, Strategic Change and part of the Planning and Performance team are due to transfer in April 17'. The other departments are due to transfer in line with MFSS October 17' go live.
- Updated transition plan signed-off at Programme Board.
- Redevelopment of the Co-location Checklist completed.
- Co-location readiness assessments to be completed for Communications and Planning & Performance who are due to co-locate in February.

### People

- Finalisation of vetting of Fire staff to be part of Joint Corporate Services and MFSS.
- Undertaken matching decisions for transferring Fire staff and identified people impacts. There is a need to finalise the work in relation to matching, i.e. revision of Job Descriptions etc.
- Collective Consultation commenced on 9th January 2017 and closes on 7th February (excluding Communications and Business Intelligence team of Planning & Performance). Joint staff briefings held week commencing 9th January for all staff within in scope departments. Consultation with UNISON is also ongoing.
- Co-location of Business Intelligence team, and Communications department planned for February. Vetting outcomes and Co-location Agreements required prior to co-location date.

### Estates

- Work on the following areas is now expected to be completed by August:
  - Chief Officer Suite
  - Reception
  - Car Park
  - Refreshment areas.
- Space planning for a combined Fire and Police stores is ongoing.
- Ongoing discussions with BAM regarding the Code Book.
- Overall budget costs to continue to be reviewed and costs from BAM scrutinised.
- Meeting with BAM SPV & BAM planned to discuss HQ programme and review their tender information.

### ICT

- Joint department went live on 1st November and service desk now taking calls for both Police and Fire. Monthly service review meetings have been arranged.
- Fire estates co-located week commencing 7th November successfully, although some 'lessons learned' need to be captured.
- Data centre hardware delivered and racked at Clemonds Hey. Once equipment is configured, the migration of systems and services will begin in the New Year with a target completion date of 31st March 2017.
- Action for Fire to review the service level agreements and ensure they meet the expectations of the service.
- Installation and configuration of the data centre hardware to be completed.



- Network configuration to be completed to allow shared network connectivity between Sadler Road & Clemonds Hey for CFRS.
- Draft plans to be produced for system migration to the new infrastructure.



### **Communications and Stakeholder Engagement**




- Continuing Change Champion Meetings which will now focus on promoting the updated tranche timetable as well providing an open forum for general discussions.
- Three 'Drop In' events have taken place. Two of these at Sadler Road and one at Clemonds Hey. Everyone who gave feedback after the first event rated it as Good or Excellent. Data is still being collated for the other events. The new style, more interactive, Blue Light Champions continue to be effective.
- Information has been shared with staff about Workshops remaining at Sadler Road.
- Work was done within fire to communicate the vetting procedures to staff.
- Internal publicity drive needs to take place to highlight revised transfer dates once they have been signed off.
- Revised Internal Communication timetable will be produced covering January to March.
- Will start to gather information from departments about any practical changes staff need to be aware of prior to the transfer of departments to Clemonds Hey.



### **Information Management**



- Initial investigations into impact on existing data sharing arrangements, in particular use of Exeter data to target home safety assessments.
- Investigated options to assist Finance with cleansing of their network drive.
- Review of information management guidance completed.
- Catch up meetings with HR, Finance, Legal are planned.
- Information management guidance to be published.
- Fire onboarding to Multi Force Shared Service.
- MFSS have developed a high level technical implementation project plan which was presented at the programme board at the end of December '16. Meeting planned in January to review the technical implementation plan to better understand where Fire will be involved.
- Business change plan to be developed to compliment the technical implementation plan.
- Key design workshops have started.
- Will continue to assist MFSS to plan and schedule the 2nd and 3rd round Sprint workshops.
- Fire to recruit a Data Migration lead – someone with experience and a good technical understanding of the process.

1280		PROGRAMME: COMPLEX DEPENDENCIES	
PROGRAMME SPONSOR		Mark Cashin	PROGRAMME MANAGER
			Mike Anderson
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)	
			
<b>Programme Update</b>			
<ul style="list-style-type: none"> <li>In Quarter 3 we have been strengthening the monitoring arrangements for HSAs and referral onto youth intervention processes.</li> <li>The Service has been mainstreaming programme work and reviewing delivery methodology in light of recent staff changes and restructuring.</li> <li>In 16/17 the Service has recorded 213 home fire safety visits to shortlisted households but is promoting the completion of home fire safety visits in ALL shortlisted households in each local authority area.</li> <li>In Warrington and Cheshire East we have no embedded staff at this time and have made available to each area our process for making referrals via our 24/7 call handling service.</li> <li>Work has commenced on scoping the CFRS data feeds to go into the Complex Dependencies Unit data hub project.</li> <li>A closedown report will be submitted in Quarter 4.</li> </ul>			

OTHER IRMP PROJECTS			
1241		Firefighters Apprenticeship Scheme Cohort One	
Project Sponsor		Andrea Harvey	
Project Manager		Lynne Roberts	
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)	
			
<ul style="list-style-type: none"> <li>All 11 apprentices successfully completed the Princes Trust Programme and commenced their 3 week induction programme on 5.12.16. As part of their induction programme, they undertook training in being an Advocate, Safe &amp; Well visits, Road Safety, Safeguarding, PTSD awareness, Time Management, Conflict Management, Personal Resilience, Maximising Personal Impact, driver familiarisation and mandatory e-learning.</li> <li>Each apprentice has been allocated a placement in Prevention which commenced on 03.01.17 initially for 12 weeks before they commence operational training. Feedback from Prevention regarding the placements has been positive so far. The apprentices will return to Headquarters for one day every two weeks for workshops where they will complete their assessment materials.</li> </ul>			

1494	<b>Firefighters Apprenticeship Scheme Cohort Two</b>	
<b>Project Sponsor</b>	Andrea Harvey	
<b>Project Manager</b>	Lynne Roberts	
<b>Previous status</b>	<b>Current status</b>	<b><u>Mitigating steps</u></b> <b>(where status is red or amber)</b>
<b>Project initiation</b>		
<ul style="list-style-type: none"> <li>Recruitment timescales have been finalised and a meeting has been held with E &amp; D Officer regarding a Positive Action Plan for the campaign.</li> <li>Amendments have been made to the recruitment brochure and has been ordered. Apprentice Coordinator is attending a Careers Fair in Warrington on 16.02.17 with further events been booked in.</li> <li>The Apprentice schedule is being considered alongside the schedule for cohort 1 to ensure that up to 23 apprentices can be accommodated at any one time.</li> <li>The risks associated with obtaining funding for the Princes Trust programme &amp; the Apprenticeship have been identified and the budget has been forecast based on funding not being obtained. Staff resource risks are being accounted for in the programme scheduling and recruitment planning.</li> </ul>		
1058	<b>Sprinkler Campaign</b>	
<b>Project Sponsor</b>	Mark Cashin	
<b>Project Manager</b>	Simon Gibbins	
<b>Previous status</b>	<b>Current status</b>	<b><u>Mitigating steps</u></b> <b>(where status is red or amber)</b>
		
<ul style="list-style-type: none"> <li>Meeting being arranged with Leader of Warrington Borough Council and Head of Protection to progress the sprinkler agenda.</li> <li>Office and member sprinkler group meetings continue with local lobbying continuing where opportunities for promotion of the benefits of sprinklers are identified through the planning application process.</li> </ul>		

1279		EMERGENCY RESPONSE PROGRAMME (ERP1)	
PROGRAMME SPONSOR		Mark Cashin	PROGRAMME MANAGER Alex Waller
1167	Penketh Fire Station		
Project Sponsor		Alex Waller	
Project Manager		Lynsey McVay	
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)	
		IT are working with providers to resolve delays.	
<p>Current issues yet to be completed are:</p> <ul style="list-style-type: none"> <li>Optical fibre- work being carried out by external contractors to clear the conduit to the BT green box (150m). Updata have given a date for install of cable of 31/1/17.</li> <li>Landline not connected to admin hub or station.</li> <li>Several extension numbers outstanding.</li> </ul> <p><b>Operational</b></p> <ul style="list-style-type: none"> <li>Wholetime (WT) crews occupied the station on the 11<sup>th</sup> January with appliance moving from Warrington</li> <li>On-Call crews went live on the 12<sup>th</sup> January utilising ex Widnes appliance, (additionally they provided cover on the 11<sup>th</sup> for 4 hours to cover appliance movements)</li> <li>WT Crews have had no issues and are familiarising themselves with new station and area</li> <li>WT targets, Home Safety Assessments/Site Specific Risk Information/training etc. have been set and crews planning workload as normal</li> </ul> <p><b>Facilities</b></p> <ul style="list-style-type: none"> <li>No major issues identified, snagging list being worked through.</li> <li>Full occupation of the station expected to identify some issues, however external area wide power cut, confirmed all backup systems worked well.</li> </ul> <p><b>On-Call (OC)</b></p> <ul style="list-style-type: none"> <li>8 personnel will be undertaking their Quarter 1 assessment in March with all other Quarterly dates identified.</li> <li>Availability gap analysis identified skill sets of Incident Command Assured and driver, courses being sought for each.</li> </ul> <p><b>Break-In</b></p> <ul style="list-style-type: none"> <li>Police currently investigating, SM has details of officers dealing with the case.</li> <li>Door replacement ordered, secured in the interim.</li> </ul> <p><b>Official Opening</b></p> <ul style="list-style-type: none"> <li>Comms currently organising event on the 2<sup>nd</sup> February</li> <li>On Call and Whole Time crews will be providing Ops demonstration</li> </ul> <p><b>UPDATE: Penketh Fire Station was officially opened by the Lord Lieutenant of Cheshire; David Briggs MBE on Thursday 2nd February in front of an audience of local councillors, Cheshire Fire Authority members, invited guests and children from St Vincent's Primary School.</b></p>			

1179	Lymm Fire Station	
Project Sponsor		Alex Waller
Project Manager		Lynsey McVay (Mike Clark)
Previous status	Current status	<b>Mitigating steps</b> (where status is red or amber)
		

All staff have been appointed to Lymm and transitional arrangements have been implemented to cover the period up to the go live date in April/May 2017. This includes operating Stockton Heath as a wholetime station.

#### **Aerial Ladder Platform (ALP)**

ALP instructors and operators have been trained and further training is required during the next two months in preparation for the go live date.

#### **Animal Rescue (AR)**

4 Lymm personnel have attended the Fire Service College 2 day course in December and there is an additional course being run week commencing 20<sup>th</sup> February 2017. 16 personnel require this training over the next few months. If courses are cancelled or people are unable to attend, there is a chance that we could have insufficient AR capability on certain Watch's to facilitate a response when Lymm goes live. Bollington will be available subject to on call availability.

#### **Swift Water Rescue**

A number of personnel are already swift water trained and discussions will be held with training to get the additional personnel qualified before April (7 in total).

#### **Technical Rescue (TR)**

All personnel apart from two have completed the TR operator's course. Discussions will be held with Knutsford TR Instructors with regards planning an in house course to train the additional two people. All Personnel will be measured up for personal issue PPE in regards to harness, gloves and overalls during training sessions at Knutsford in January so that the kit can be ordered and personnel will then upskill and maintain competence in preparation for going live at Lymm in April. To support training and development Stockton Heath Appliance will shadow Knutsford at all TR incidents for the next few months.

#### **Station Performance**

The set up of a T – drive for Lymm and some of the admin requirements has commenced and meetings with the clerical staff have been taking place so that systems can be set up and put in place well before the live date. This will provide a platform to capture information and be accessible for Lymm personnel.



Due to the amount of initial training courses crews are required to attend and the subsequent ongoing training requirement to embed these new skills, concerns have been raised about the impact of this on station performance more specifically in relation to HSA targets and potentially 'training overload' in relation to the retention of all of the new training / information, as well as maintaining current skills. It has been explained to crews that all targets will remain during this period, however, this will be monitored closely.

#### **Station Fit Out**

A Meeting is planned for the 31<sup>st</sup> Jan to discuss the fitting out and use of rooms at Lymm.

Other work to be completed/ongoing:

- The Station Risk Footprint needs to be created identifying all of the Site Specific Risk Information to be completed by Lymm as well as reducing the footprints for Stockton Heath and Knutsford.
- Station Management Framework (SMF) needs to be created
- Firecore needs to be updated – Site Specific Risk Information, hydrants etc.
- Service Training Forecast (STF) – PDR pro
- Business Continuity Plan
- Risk Assessments – Workplace
- Fire Risk Assessment

<b>1178</b>	<b>Safety Centre</b>	
<b>Project Sponsor</b>	Nick Evans	
<b>Project Manager</b>	Mark Shone	
<b>Previous status</b>	<b>Current status</b>	<b><u>Mitigating steps</u> (where status is red or amber)</b>
		

**Construction & Fit Out**

- Primary construction work progressing about two weeks behind schedule, now due for completion March 20th. Costed proposal for fit out received from Paragon Creative. Meeting to discuss costings and project management issues and to receive assurance on project moving forward set for January 17th 2016.
- Regular meetings are taking place with Paragon to ensure budget, quality & progress remain on track.

**Partnerships**

- Partnership agreements with SP Energy Networks, for electrical scenario and sponsorship of volunteer scheme, and Changing Lives in Cheshire for furnishing of the homezone now signed. Final discussions with Tesco and Network Rail underway, ahead of fit out week commencing 6<sup>th</sup> March 2017.





**Programme Development**



- More than 2,600 children and young people now booked to attend from September 2017. Further proactive PR of bookings on hold until Paragon issue resolved. Safer Cheshire Ltd being held in abeyance pending further paper to Fire Authority. Soundings from last Planning Day were to retain control of the centre and discontinue work towards independent charity status.



**Staffing**

- Volunteer recruitment underway, with 10 prospective rangers in the pipeline. A new Support officer has been appointed from January 3rd 2017.







<b>1180</b>	<b>Powey Lane</b>	
<b>Project Sponsor</b>	Alex Waller	
<b>Project Manager</b>	Steve Barnes (Paul Watts)	
<b>Previous status</b>	<b>Current status</b>	<b><u>Mitigating steps</u></b> <b>(where status is red or amber)</b>
		
<ul style="list-style-type: none"> <li>• New station operational from 11 January.</li> <li>• Both the primary &amp; secondary network links have been completed, so from IT perspective the station is complete. Live testing has been completed whilst 4g network was available. Further testing will be undertaken on the 5th January utilising fire appliance Mobile Data Terminal and station ends.</li> <li>• The station has still some snagging issues which are being worked through. However, none of the snagging identified has delayed operational redeployment to the station. All full network capability has been established at the station. Station familiarisation will be undertaken with operational personnel on their first shift.</li> </ul>		
<b>1176</b>	<b>Knutsford</b>	
<b>Project Sponsor</b>	Alex Waller	
<b>Project Manager</b>	Leon Parkes	
<b>Previous status</b>	<b>Current status</b>	<b><u>Mitigating steps</u></b> <b>(where status is red or amber)</b>
		
<ul style="list-style-type: none"> <li>• The new on call team at Knutsford remains on track to commence operationally once Lymm opens.</li> <li>• The team consists of 7 wholetime staff, two crew managers who have now been appointed. The watch manager post remains vacant and the job advertisement will be recirculated.</li> <li>• Four new On-Call firefighters have been recruited. Unfortunately one has resigned from an oncall role as a result of changing jobs.</li> <li>• We currently have 2 potential candidates in the final stages of the On Call recruitment process. We also have a request for transfer for one competent on call firefighter into Knutsford. This brings the total to a potential 13 over the coming months.</li> <li>• In addition to this we are planning on advertising the positions for OC FF's at Knutsford again externally/nationally with the potential to acquire relocation expenses as part of the process.</li> <li>• During December several recruitment activities took place, one initiative was HR staff and Knutsford FF's in the area speaking to local residents directly in addition to the local recruitment banner. During the same period individual letters were sent to approximately 65 hand picked local employers within the 5 minute response area asking to inform their staff, display a recruitment poster on their notice boards and to highlight the benefits and rewards to the business of allowing its staff to become an On call FF in addition to their primary role.</li> </ul>		

1089	Crewe	
Project Sponsor		Alex Waller
Project Manager		Leon Parkes (Stephen McCormick)
Previous status	Current status	<b><u>Mitigating steps</u></b> (where status is red or amber)
		The Go live date for the second pump to move to on-call has been reviewed and revised due to progress with recruiting new on call staff. The Go live date is now 1 <sup>st</sup> April 2019.
<p>The team have implemented new approaches and these are producing results:</p> <ul style="list-style-type: none"> <li>• 3 FF's already recruited and at different stages of their development (1 doing quarterly assessments, 2 finishing off initial courses, BA, RTC etc.)</li> <li>• 2 FF's who have passed their Mod 1 course last week</li> <li>• 1 FF due to commence Mod 1 in January 2017 (weekend course)</li> <li>• 1 FF who has been transferred from Alsager to Crewe following house move (He is in the process of working towards Units 3, 4 and 5 of his competency portfolio).</li> </ul> <p>That amounts to 7 firefighters. On top of this a further 3 applications have been sifted for the June course and the candidates are in the process of being invited to written test stage. One of these is a current cadet at Crewe FS.</p> <p>The application for the WM and CM position, which previously attracted no interest, will be readvertised in January locally and nationally.</p> <p>A further door to door recruitment campaign will be undertaken in early March on and around the Sydney Road area of Crewe with a potential 1500 properties within the target area.</p> <p>Still scoping the potential for a current O/C FF who works at Winsford (day time only, covering from primary employment) picking up the WM/CM position as he lives within the 5 minute catchment. This will bring the team total to 11. Further recruitment activities are planned over the next period. To achieve the revised go live date, we need to have recruited 15 FF including 1 WM &amp; 2 CM by September 2017.</p>		

1092	Ellesmere Port	
Project Sponsor		Alex Waller
Project Manager		Steve Barnes (Anthony Jones)
Previous status	Current status	<b>Mitigating steps</b> (where status is red or amber)
		The Go live date for the second pump to move to on-call has been reviewed and revised due to progress with recruiting new on call staff. The Go live date is now 1 <sup>st</sup> April 2019.

The recent drive is producing positive results:

- Currently the team consists of 1 WM, 1 CM who are both full time on call officers. In addition there are two on call FF who have passed their quarter three assessment and have their quarter four assessment in March.
- The watch management team, supported by HR, delivered an on call awareness day on the 10th December. The team targeted wards within the catchment area by knocking on doors and seeking applicant to attend the awareness day. This was based on the success elsewhere of direct engagement as opposed to just leaflet/mail dropping. Comms team created a social media campaign to advertise the event which linked in with CWAC and Plus Dane housing who are large employers in the area
- Following the recruitment drive and other activities we had 5 applications for the June 2017 course. Sifting has taken place.
- Two former FF who left their on call role now wish to return and are being interviewed on 11th Jan to assess suitability. There have also been several other interested parties who are planning to attend drill to see the on call watch management team to discuss joining. If all the above is successful we could be near double figures for the team within six months.
- Therefore the on call total at Ellesmere Port will potentially be 11 by the end of the initial training course in June.
- Further recruitment activities are planned over the next period. To achieve the revised go live date, we need to have recruited 15 FF including 1 WM & 2 CM by September 2017.

1276		<b>EMERGENCY RESPONSE PROGRAMME (ERP2)</b>	
<b>PROGRAMME SPONSOR</b>		Mark Cashin	<b>PROGRAMME MANAGER</b>
		Alex Waller	
<b>Previous status</b>	<b>Current status</b>	<b>Mitigating steps</b> (where status is red or amber)	
			
<b>Programme Update</b>			
<p><b>Programme/Staffing</b></p> <p>The 2016 Appointment and Redeployment Process was completed in November 2016. All at risk staff and new starts have been written to confirming finish and start dates. This will enable the transition to the ERP1 new stations to take effect on 11th January 2017.</p> <p>There will be temporary transitional arrangements in place at Stockton Heath (Wholetime shift station 4 watches of 5 + 2 staff day crewed for ALP) until the new build at Lymm is completed, expected in April 2017.</p> <p>The Watch Manager B Role and Responsibilities, Pay and Reward Principles of Agreement document has been agreed and signed off by CFRS, FBU and FOA on the 29th September 2016. Competent Watch Managers have been rostered off pattern for 4 shifts each in January 2017 in line with the agreement. Development of this programme continues.</p> <p>An SM will take up a post in ERP2/On Call Support Officer from February 2017.</p>			
1300		<b>Review of Station Manager Flexi Duty System (FDS)</b>	
<b>Project Sponsor</b>		Mark Cashin	
<b>Project Manager</b>		Alex Waller (Andy Royle)	
<b>Previous status</b>	<b>Current status</b>	<b>Mitigating steps</b> (where status is red or amber)	
			
<ul style="list-style-type: none"> <li>Following further consultation with the representative bodies it has been agreed that the implementation date for the Station Manager New Flexible Duty System has been deferred until the 1st February 2017. As a result of this it has been necessary to extend the existing rota pattern into January 2017 and to maintain the existing cover groups. The cover groups will remain the same and officers have been advised that any temporary postings ensure with their line manager that they have a temporary extension form in place until the 1st February. Officers continue to choose leave on the new rota sheets. All leave booked for the month of January on the new rota sheet has now been transferred to the interim rota and officers have been advised to check that their leave requirement for January 17 have been met. The duty SM group for Jan 17 will be Group 1 and the OPA hub will send the interim rota to NWFC for January.</li> </ul>			

The timeline for implementation is as follows:

<b>January 3rd – 5th</b>	Provision of management response to rep bodies collective agreement queries.
<b>January 6th</b>	AM Alex Waller meeting to brief SM FDS Officers
<b>January 11th</b>	JCNP meeting final sign off of new SM FDS Agreement
<b>Feb 1st</b>	Commence new SM FDS Duty System.



- Agreement was reached in regard to the content of the SM FDS Collective Agreement. Slight changes to be made to the document prior to 13th Jan 2017. The amended document will be circulated to the representative bodies on the 13th Jan 2017 for hard copy sign off.

<b>1301</b>	<b>Review of Station Management Structures</b>
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<b>Project Sponsor</b>	Mark Cashin
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<b>Project Manager</b>	Alex Waller (Andy Royle)
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<b>Previous status</b>	<b>Current status</b>	<b><u>Mitigating steps</u></b> <b>(where status is red or amber)</b>
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- The Watch Manager B Role and Responsibilities, Pay and Reward Principles of Agreement document has been agreed and signed off by CFRS, FBU and FOA on the 29th September 2016. This has now been implemented and the competent Watch Managers on wholtime stations have been rostered off pattern for 4 shifts each in January 2017. A workshop with the WM's will be undertaken in January to development this programme, related to the attendance at special training events, development of audit programme and future rostering of WM's.

<b>1302</b>	<b>Review of On Call Duty System</b>
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<b>Project Sponsor</b>	Mark Cashin
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<b>Project Manager</b>	Alex Waller
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<b>Previous status</b>	<b>Current status</b>	<b><u>Mitigating steps</u></b> <b>(where status is red or amber)</b>
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- On-Call Availability Reward Scheme (OCARS) is currently in its pilot period with the first payment due to be awarded in the February 2017 for the period October to December 2016. (25% of the annual award). Payment is based on a number of criteria with the main two being the appliance performance exceeding 85% and individual's contractual performance being met. A monthly reporting system has been established. This includes team and individual performance.
- On the 1st January 2017 the second OCARS payment period will begin for another 3 months, which will allow those stations who did not meet the 85% or more standard at the end of December to have another opportunity and also allow a 6 month evaluation of the scheme to be undertaken before roll out. The overall On Call availability has increased since the introduction of OCARS.

<b>1303</b>	<b>Review of Special Appliances and Crewing arrangements</b>	
<b>Project Sponsor</b>		Mark Cashin
<b>Project Manager</b>		Alex Waller (Andy Royle)
<b>Previous status</b>	<b>Current status</b>	<b><u>Mitigating steps</u></b> <b>(where status is red or amber)</b>
		
<ul style="list-style-type: none"> <li>• A review of the CFRS Swift Water Rescue Technician deployments has been undertaken and it is recommended that a new PDA post 11th January to certain water rescue incident types. This takes account of the expansion of the SWRT role across a number of stations.</li> <li>• Information has been provided to David Rutley MP Macclesfield and to a representative at AstraZeneca Macclesfield in relation to the IRMP proposals to remove the aerial appliance at Macclesfield. The consultation period remains open and we will consider the feedback at the close of the consultation period.</li> </ul>		
<b>1318</b>	<b>Cardiac Arrest Response Project</b>	
<b>Project Sponsor</b>		Mark Cashin
<b>Project Manager</b>		Alex Waller (Stewart Forshaw)
<b>Previous status</b>	<b>Current status</b>	<b><u>Mitigating steps</u></b> <b>(where status is red or amber)</b>
		
<ul style="list-style-type: none"> <li>• A funding bid was submitted to secure the funding for the rollout of cardiac arrest to all stations should this be decided following February's formal evaluation of the pilot project.</li> <li>• The meeting of the Joint Oversight &amp; Scrutiny Group was held on the 4th January 2017. During the meeting the Terms Of Reference (TOR) for the group was agreed and the Memorandum Of Understanding was updated to reflect changes following a revision of the GMFRS document.</li> <li>• The performance of response by CFRS was presented to the group for November and December identifying that up to 50% of Red1 calls in the trial station areas are still not being passed to NWFC from Nwas Emergency Operational Centre. Though this was an improvement during November compared to previous months it was agreed that it was still below the groups expectations and would require further investigation by the group. Additional data on travel times will also be included in the performance review in the future to measure the effectiveness of response.</li> <li>• At the conclusion of the meeting the Cheshire FBU Secretary notified the group that he will be instructing FBU members to stop attending cardiac incidents as of the 28th February 2017 when the NJC trial ends. It was therefore agreed that the NW FRS's and TU's should meet during early February to discuss this issue and also the outcome of the NJC evaluation or extension of the trial if the report is not published by the deadline date.</li> </ul>		

1110		ON CALL RECRUITMENT		
PROGRAMME SPONSOR		Andrea Harvey	PROGRAMME MANAGER	Steve Barnes
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)		
		The project group has been reformed, who will be focusing on the application & training process for new on call firefighters and increasing recruitment activity.		
Programme Update				
<ul style="list-style-type: none"> <li>• Full complement recruited for Penketh, the team went live on 11 January 2016. A large majority of the new team have had their quarterly assessments brought forward because of the extra training and work they have been putting in and in order to meet their FF3, FF4 and FF5 deadline dates.</li> <li>• Full complement recruited for Alsager. The cohort have responded to dozens of incidents as shadow pump and are on track to go live from April 2017.</li> <li>• Significant improvements to numbers recruited at Crewe and Ellesmere Port. Both stations are on track to have 11 staff after the initial recruit course in June 2017. Further recruitment events planned to increase this further. Ellesmere Port WM and CM recruited and following recent activity a further 5 applicants are in the process of being recruited. Crewe currently have 3 new recruits starting in January 2017 and there are 3 further expressions of interest in scope. Further recruitment taster events being planned for early 2017 in all locations.</li> <li>• A door to door campaign was undertaken in Knutsford in December which generated 7 further expressions of interest.</li> <li>• Currently scoping new approach to on call recruitment and initial training course. This would mean that each month there would be one initial course (MOD1) and 1 session for the written and practical tests. The aim being to provide more and regular opportunities for new candidates.</li> </ul>				

1308		Expanding Safe & Well Visits		
PROJECT SPONSOR		Mark Cashin	PROJECT MANAGER	Mike Larking
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)		
				
Programme Update				
<ul style="list-style-type: none"> <li>• NHS England IG have now given final sign-off for the legal Agreement and supporting documents for Safe and Well.</li> <li>• All Cheshire Directors of Public Health signed the legal Agreement on 16 December. This means we can now consider going live and implementing Safe and Well</li> <li>• Project team met on 5 January and agreed Phase 1 would go live on 1 February. Comms will coordinate press and media releases, and Green Bulletin drafted and with HoD for approval. E&amp;D will issue a separate Green Bulletin.</li> </ul>				

1313		EMERGENCY SERVICES MOBILE COMMUNICATION PROGRAMME	
PROJECT SPONSOR		Mark Cashin	PROJECT MANAGER
			Paul Walmsley
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)	
			
Programme Update			
<ul style="list-style-type: none"> <li>A revised plan (v.06) from the programme has been published for comment and feedback. As with previous plans there are issues with interdependencies and sequencing misnomers. There is a regional meeting this month to discuss and feedback to the Centre.</li> <li>A series of user engagement workshops are planned for the first half of the year around devices both handheld and vehicle. A number of risks have been added to the log but they are classed as medium or low risk.</li> <li>There will be an internal meeting on the 12<sup>th</sup> January to brief stakeholders on, the current position and activity expected for 2017.</li> </ul>			

### LESSONS LEARNED THIS PERIOD

CPS REF	PROJECT	LESSON LEARNED DETAIL
No lessons to report for this period.		

### RESOURCE PROFILE THIS PERIOD

RESOURCE	PROJECT	RESOURCE DETAIL (from Resource Report)
No significant resource issues to report for this period.		



RISK AND ISSUE MANAGEMENT				
REF	RISK DETAIL	RISK OWNER	RISK SCORE	PROGRESS UPDATE
<b>ON CALL RECRUITMENT: 1089 CREWE AND 1092 ELLESMERE PORT</b>				
862	Crewe and Ellesmere Port On-call recruitment: Not being able to recruit the 1X WM, 2 x CM and 12 FF for the On Call pumps at Crewe and Ellesmere Port.	Service Delivery	10 ↓	<p>Risk reviewed by the Project Managers. Risk score has been reduced to 10.</p> <p>Due to slow progress with recruitment at Crewe &amp; Ellesmere Port the go live date for the on call pump has been reviewed and revised to April 2019.</p> <p>There are now potentially 11 on call staff at both Crewe &amp; Ellesmere Port. Therefore the risk has now reduced however to achieve the revised go live date it is critical that we will have recruited 15 FF including 1 WM &amp; 2 CM by September 2017.</p>
<b>1058 SPRINKLER CAMPAIGN</b>				
889	Lack of commitment from housing providers to fit sprinklers: As a result of the austerity measures there is a risk that RSL's are unable to commit to the sprinkler system programme.	Protection and Organisational Development	16 →	Risk reviewed by the Project Manager: Score still considered current.
<b>1226 BLUE LIGHT COLLABORATION PROGRAMME</b>				
943	Managing Resource Capacity through transition of BLC: As a result of delivering the Blue Light Collaboration Programme there is a risk that CFRS key staff and corporate knowledge may not be retained during transition period.	Legal & Democratic Services	20 →	The risk owner is currently reviewing this risk in terms of occurrence and mitigation.

1178 SAFETY CENTRE				
955	Failure to recruit sufficient numbers of Safety Central volunteer rangers	Prevention	12 ↓	Risk reviewed by Project Manager: A total of 10 prospective rangers currently in application pipeline. Focus on recruiting from Lymm and the surrounding area seems to be key and will be the focus of further recruitment activity in 2017. On this basis, likelihood of risk reduced to medium.

**Action or Decision required by Programme Board**

Nothing to report at this time.