

Performance and Programme Board – Programme Health Report

All data supplied in the report has been populated directly from the Cheshire Planning System on 10 April 2017, any changes after this date will not be reflected.

Reporting Period	FROM	13 JANUARY 2017	TO	10 APRIL 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
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Previous status	Current status	Mitigating steps (where status is red or amber)
		

Programme Update

Staff from Estates, Strategic Change and Risk, Audit and Governance have successfully transferred on 1st April 2017.

MFSS

- Decision made on 6th March 2017 by Partners to proceed with Fusion implementation.
- CFRS on-boarding project kick-off is expected to be completed by April 17, pending more detailed plans from MFSS.

Joint Corporate Services

- Further blueprint panels for Communications and Business Intelligence will be held in June 2017.
- Principal officers co-locating to joint HQ in August 2017.
- Stores, Procurement, Finance and HR due to Transfer in line with April 2018 go live.

Estates

- 'Look & Feel' works have commenced, planning permission received for the car park, expected completion August 2017.
- Space planning for a combined Cheshire Fire Rescue Service (CFRS) & Cheshire Constabulary (CC) stores, Liaison with both CC & CFRS end users is on-going.

People

- Vetting now complete for all permanent CFRS staff who are due to transfer.
- Work taking place with Corporate Communications and Planning & Performance in relation to structures and requirements for new roles.

<p>Legal</p> <ul style="list-style-type: none"> • Collaboration Agreement being developed for October 2017. <p>IT</p> <ul style="list-style-type: none"> • HQ Data Centre Hardware Install completed 2nd February 2017 • DR Data Centre Hardware Install completed 10th February 2017 • Telephony Hardware Migration is expected to be completed by end March 2017
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1280		PROGRAMME: COMPLEX DEPENDENCIES	
PROGRAMME SPONSOR		Mark Cashin	PROGRAMME MANAGER Mike Anderson
Previous status	Current status	Mitigating steps (where status is red or amber)	
			
Programme Update			
Closedown report submitted for approval.			

OTHER IRMP PROJECTS			
1241		Firefighters Apprenticeship Scheme Cohort One	
Project Sponsor		Andrea Harvey	
Project Manager		Lynne Roberts	
Previous status	Current status	Mitigating steps (where status is red or amber)	
			
<ul style="list-style-type: none"> • Apprentices have been enrolled onto the SFJ Awards and are currently working hard to complete elements of their qualifications. They have so far attended over 11 workshops to assist them in gaining the knowledge and skills that they require to gather evidence for their portfolio including safeguarding, conducting Safe and Well visits and 'Train the Trainer'. • Apprentices have set up and are chairing their own meetings looking at ways to fundraise for Nepal and are using these to monitor money collected so far. In April they will start their operational training. • All Apprentices will be aligned to a coach, where they can discuss personal goals and development. 			

1494		Firefighters Apprenticeship Scheme Cohort Two	
Project Sponsor		Andrea Harvey	
Project Manager		Lynne Roberts	
Previous status	Current status	Mitigating steps (where status is red or amber)	
			
<ul style="list-style-type: none"> • Successfully applied to be listed on the Register of Apprenticeship Training Providers (RoATP) as there was a concern that due to local college mergers we may find it difficult to engage with a local college. Currently deciding as to whether this is a viable option for us as a Service. • Contact has been made with the main colleges in the area and local sports groups looking to run positive action events. Our first positive action event was cancelled but the next one will be held at Warrington Fire Station on 05/04/17. Warrington Collegiate Public Service students have been invited and attendance from BME and minority groups has also been encouraged. • Website has been updated with the latest apprentice information. 			
1058		Sprinkler Campaign	
Project Sponsor		Mark Cashin	
Project Manager		Simon Gibbins	
Previous status	Current status	Mitigating steps (where status is red or amber)	
			
<ul style="list-style-type: none"> • Wulvern has tendered for a sprinkler system and agreed on installer - a meeting is to be arranged. Wulvern is now part of the Guinness group and all fire risk assessments and fire strategy are in the process of being reviewed. • Sprinklers are being installed to protect means of escape, however, they need to be in every flat - we will highlight this. Residents are mostly vulnerable and/or elderly people. 			

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 continue to work closely with providers to resolve delays.	
<p>ICT Latest update on optical fibre installation from Martin Dent, ICT on April 7th stated that:</p> <ul style="list-style-type: none"> • There is a blockage identified which is currently being progressed with our supplier. • They have had permission back from National Grid giving permission for us to dig in the vicinity of its cable, with an advisory to dig with caution and no mechanical diggers. (i.e. this will need to be dug by hand). • The supervisor has attended site today to perform a pre-survey for traffic management and highways noticing. • The traffic management plans need to be drawn up and submitted for an agreed date. • Other works are reliant on this work to complete. <p>The above spells out the slow progress being made by Openreach to rectify the conduit blockages. There is still no specific timeframe in which this work will be completed.</p> <p>Wig wags Installation</p> <ul style="list-style-type: none"> • The lights were fitted and working on 28th March. All crews have been briefed on operation and the wig wags will be used every time the appliance leaves the station. Maintenance and contract guarantees to be progressed. <p>New Appliance</p> <ul style="list-style-type: none"> • The Wholetime appliance has now been replaced with a new model. The previous first appliance has been sent to workshops to be serviced and will return in the coming weeks to replace the On Call appliance. <p>Snagging</p> <ul style="list-style-type: none"> • The majority of defects have now been rectified but some remaining and new defects have occurred which are being dealt with through business as usual and the contractor. 			

1179	Lymm Fire Station	
Project Sponsor		Alex Waller
Project Manager		Lynsey McVay (Mike Clark)
Previous status	Current status	Mitigating steps (where status is red or amber)
		'Go live' date has been reforecast from 24 th April to 28 th June to allow time for the new teams to consolidate all of the specialist training that they have received.
<p>Station 'Go Live' Date</p> <ul style="list-style-type: none"> Following feedback from crews it has been decided that the go live date will be put back slightly to provide more time for the new teams to consolidate all of the specialist training they have received, as such the new go live date has changed from 24th April to 28th June. Once all risk assessments and familiarisation with the station and equipment is complete, crews will be able to utilise the station for training and as a base. <p>Station Build and Fit Out</p> <ul style="list-style-type: none"> Station build is now complete but snagging has not yet been concluded. This is programmed in for the week commencing 24th April. The furniture for the station fit out was delivered week beginning 27th March and should be completed by 24th April in line with previous station go live date. GM McVay visited the station with ICT to discuss IT requirements and test the sounders around the station. Some additional sockets and connection points are required. All sounders worked and computers should now have been ordered along with a television for the 'main entrance' to the station. GM McVay also accompanied the Technical Fire Safety Officer (TFSO) on the Fire Risk Assessment walk around. A couple of minor points were picked up however, these need to be raised with the main building contractor. The TFSO is picking this up. 		

1178	Safety Centre	
Project Sponsor		Nick Evans
Project Manager		Mark Shone
Previous status	Current status	Mitigating steps (where status is red or amber)
		
<p>Construction & Fit Out</p> <ul style="list-style-type: none"> Practical completion of the Safety Central complex took place on 20/3/17. The safety centre team has since moved into the centre, while ISG completes snagging and ICT sub-contractors carry out their work. Paragon Creative moved onto site on 27/3/17 and their works are due for completion on 14/7/17. The first of their monthly invoices has been paid and work remains on budget, with no significant variations instructed to date. Tesco, Dynniq and SP Energy Networks have installed their scenarios. Network Rail failed to follow up on their commitment to support the centre so the railway track has now been installed by an independent rail contractor. <p>Programme Development</p> <ul style="list-style-type: none"> Programme development remains on track in readiness for testing the two schools programmes in July. More than 3,600 children and young people are now booked to visit from September, with most sessions up until March 2018 now filled. Extensive consultation on the format of the older persons visit has taken place and the new parents' session will follow newly-published Public Health England guidance on accident prevention. <p>Staffing</p> <ul style="list-style-type: none"> Sixteen volunteer rangers have so far been recruited, with training to commence in May for them, apprentices and other community safety staff. <p>Governance</p> <ul style="list-style-type: none"> Work is underway on a paper for Cheshire Fire Authority outlining proposed governance arrangements for the centre in the future, remaining as part of the Service's Prevention Department. 		

1180	Powey Lane	
Project Sponsor		Alex Waller
Project Manager		Steve Barnes (Paul Watts)
Previous status	Current status	Mitigating steps (where status is red or amber)
		
<p>Special Appliance Training</p> <ul style="list-style-type: none"> Preparations are progressing well for the special appliances that will transfer to Powey Lane, including EPU, Moffet Mounty/Hook Lift and FOT. Further training events are to be booked in relation to Essar training ground to allow personnel to experience the foam / slim jets in operation. <p>Snagging</p> <ul style="list-style-type: none"> Site meeting has been held with ISG and the outstanding snagging has been identified. A programme of works will be agreed and completed over the coming weeks. United Utilities has visited the site and have increased the water pressure to the fire main to an acceptable level. However if cannot raise the pressure on the domestic supply. Cheshire Police has now marked up the rear station yard to allow driver training / reversing to be completed, this will commence this month. 		
1176	Knutsford	
Project Sponsor		Alex Waller
Project Manager		Leon Parkes
Previous status	Current status	Mitigating steps (where status is red or amber)
		
<p><u>Recruitment</u></p> <p>The new wholetime on call watch manager has been appointed and will oversee both Knutsford and Holmes Chapel fire Stations. This brings the total staff up to 11, including 7 WT staff (from Knutsford) and 3 on call firefighters. The latter are progressing well with their development, two have successfully completed their Q1 assessments with impressive results and one has commenced the development phase after successful completion of the certificate to ride process.</p>		

The on call firefighters have been responding on the Knutsford pump and from neighbouring wholetime stations to gain experience.

Following a recent recruitment process only one succeeded and he has now completed the pre employment medical and will be offered a place on the June 17 module one initial FF course pending DBS and references. Three further potential candidates have expressed an interest and are in the process of completing applications and declarations of availability. They have all been invited to attend a recruitment event planned for April where they will be able to undertake a sample of the practical selection tests utilising the recruitment pod.

In addition expressions of interest have been submitted by two existing competent On Call Crew managers from other locations, both of whom require the use of a service property at Knutsford in line with the appropriate agreements and conditions. These applications are currently being considered.

IT and Mobilising

All of the staff have received training in the use of the Gartan On Call availability module and work is ongoing to prepare and test the Gartan feed and mobilising system.

1089	Crewe	
Project Sponsor		Alex Waller
Project Manager		Leon Parkes (Stephen McCormick)
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)
	REVIEW PENDING	Due to recent CFA meetings the on call recruitment for Crewe has been suspended pending the completion of a review.

The Crewe On Call project has been amended following the recent Fire Authority meeting held on the 14/02/2017. All new recruitment has been suspended but all active FFs aligned to the Crewe On Call system will continue with their on going development course and assessments pending the outcomes of the review. The project lead has briefed all On Call from Crewe of the current situation and informed them that their training will continue.

Crewe On Call Position

- 7 OC fire fighters in development
- 1 OC fire fighter expressed an interest to transfer to Crewe On Call subject to primary employment
- 1 OC fire fighter attending the June course. Will be providing cover at Crewe subject to house move

Total potential crew (9)

1092	Ellesmere Port		
Project Sponsor		Alex Waller	
Project Manager		Steve Barnes (Anthony Jones)	
Previous status	Current status	Mitigating steps (where status is red or amber)	
	REVIEW PENDING	Due to recent CFA meetings the on call recruitment for Ellesmere Port has been suspended pending the completion of a review.	
<p>The Ellesmere Port On Call project has been amended following the recent Fire Authority meeting held on the 14/02/2017. All new recruitment has been suspended but all active FFs aligned to the Ellesmere Port On Call system will continue with their on going development course and assessments pending the outcomes of the review. The project lead has briefed all On Call from Ellesmere Port of the current situation and informed them that their training will continue.</p> <p>Ellesmere Port On Call Position</p> <ul style="list-style-type: none"> • 2 competent fire fighters (both wholetime junior officers at Ellesmere Port) • 3 OC fire fighters in development • 2 potential OC fire fighters scheduled to attend the June recruitment course) <p>Total potential crew (7)</p>			

1276	EMERGENCY RESPONSE PROGRAMME (ERP2)		
PROGRAMME SPONSOR		Mark Cashin	PROGRAMME MANAGER
			Alex Waller
Previous status	Current status	Mitigating steps (where status is red or amber)	
			
Programme Update			
<p>IRMP consultation and the subsequent feedback to Fire Authority Members has resulted in some amendments to the ERP2/IRMP proposals. As a result of feedback received during the consultation process changes were proposed for IRMP 14. These are highlighted on the next page:</p>			

- Review of staffing arrangements Wilmslow – in light of feedback received during the consultation period, the Authority would undertake a further review of the suitability and sustainability of the current duty system at Wilmslow Fire Station.
- Review of Staffing Arrangements Penketh – The draft IRMP 14 proposed the introduction of the nucleus duty system in Penketh, similar to that which operated at Wilmslow, Birchwood and Macclesfield. However, in light of the feedback received by the Authority this proposal will be reconsidered in 2018-19. Any future proposal would be subject to a further period of consultation.
- Hydraulic Platform Review: The draft IRMP 14 proposed a reduction from 3 to 2 hydraulic platforms (aerial appliances). In light of feedback a hydraulic platform is to be maintained at Macclesfield until the Service assesses the impact of the move of the hydraulic platform from Stockton Heath to Lymm. It was considered appropriate to review this issue again in 2018-19. Any future proposal would be subject to a further period of consultation.

Additionally, although part of ERP1, it was agreed that a review of the proposals relating to the ERP1 operational configuration at Crewe and Ellesmere Port should take place.

The CPS project 1276 ERP2 will now be closed. The above workstreams will be adopted as individual projects within CPS. An ERP2 close down report and new projects will be created.

1300	Review of Station Manager Flexi Duty System (FDS)	
Project Sponsor	Mark Cashin	
Project Manager	Alex Waller (Andy Royle)	
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)
		

- The Station Manager Flexible Duty System Collective Agreement was signed by all parties on the 26th January 2017. The new duty system was implemented on 1st February 2017. Within the agreement there are stated review periods. These will now be managed by the Head of Service Delivery and the ERP team. The project close down documentation and lessons learned log will follow next quarter.

1301	Review of Station Management Structures	
Project Sponsor	Mark Cashin	
Project Manager	Alex Waller (Andy Royle)	
Previous status	Current status	Mitigating steps (where status is red or amber)
		
<ul style="list-style-type: none"> The new Station Manager Flexible Duty System was implemented on the 1st February 2017. The system now operates with twenty station managers; a reduction of four FDS posts spread across three departments. The duty system has now entered into the post implementation review phase, as agreed in the signed collective agreement. The review will be undertaken by the Head of Service Delivery on behalf of the DCFO, monitoring and data collection being undertaken by the ERP team, business intelligence and OPA. The whole-time duty system Watch Manager Flexible Shift Agreement was implemented on the 1st January 2017 (11th Jan 2016/17 redeployment date). Competent WMs on the wholetime duty shift have been rostered off duty for four shifts in early Jan/Feb. The ERP team and the station performance and audit team have now declared the dates for the programme of CFRS station inspections, work now continues to allocate payback shifts for WMBs who will form an integral part of the overall station inspection teams. The ERP team have been engaging WMBs via a flexible shift working group, this is to establish some further working principles in relation to the signed agreement. At this time all the competent WMBs have been rostered to undertake one flexible shift related to personal development for the audit and performance programme and for induction to OTG/CTG, these dates are 28th April, 12th and 18th May 2017. This project formed part of the original overarching ERP2 PID. The ERP2 programme is now being moved to the closedown phase and this project as implemented, will be closed down and moved into the post implementation review phase. The closedown reports for each of these projects will follow. 		
1302	Review of On Call Duty System	
Project Sponsor	Mark Cashin	
Project Manager	Alex Waller	
Previous status	Current status	Mitigating steps (where status is red or amber)
		
<ul style="list-style-type: none"> The first On Call Availability Reward Scheme (OCARS) payments were made in February 2017. Payments were made to staff at Birchwood, Frodsham, Macclesfield, Nantwich, Poynton and Sandbach. The total amount paid in rewards was £9,952.23. The data for Quarter 4 2016/17 is now being compiled and validated. The overall performance related to availability for on call appliances in 2016-17 is contained in the Performance Report. 		

1303		Review of Special Appliances and Crewing arrangements
Project Sponsor		Mark Cashin
Project Manager		Alex Waller (Andy Royle)
Previous status	Current status	Mitigating steps (where status is red or amber)
		
<p>The overarching ERP2 special appliance review has been completed and PAG papers submitted in relation to:</p> <ul style="list-style-type: none"> • The future Swift Water Rescue Team (SWRT) response in CFRS (phase 1) • The future hydraulic appliance (aerial appliance) model including number and location <p>The proposal for the SWRT was approved by PAG and implemented inline with the 2016/17 appointment and redeployment procedure related to ERP1.</p> <p>The draft IRMP (14) proposed a reduction from 3 to 2 hydraulic platforms (or aerial ladder platforms). In light of consultation feedback and feedback from the Fire Authority Members it was agreed that a hydraulic platform is to be maintained at Macclesfield FS until the Service assesses the impact of the move of the hydraulic platform from Stockton Heath to Lymm. It was considered appropriate to review this issue again in 2018-19. Any future proposal would be subject to a further period of consultation.</p> <p>The overarching ERP2 Special Appliance Project in CPS will now be moved to the closedown phase with closedown reports to follow.</p> <p>New projects will be created in CPS to provide governance for future work streams related to the provision, deployment, crewing and review of special appliances. These projects will include:</p> <ul style="list-style-type: none"> • Review/assessment of the impact of the move of the hydraulic platform from Stockton Heath to Lymm. The ERP team including the business intelligence team will monitor and collate data as required • The planning and timeline of relocation of special appliances to stations as agreed by PAG. • The provision of a training plan to facilitate the above and a maintenance of competency framework for special appliance base stations and the network of support stations. 		

1318	Cardiac Arrest Response Project	
Project Sponsor	Mark Cashin	
Project Manager	Alex Waller (Stewart Forshaw)	
Previous status	Current status	Mitigating steps (where status is red or amber)
		
<ul style="list-style-type: none"> Following the recall to conference (FBU) on the 21/03/2017 it has been decided that the EMR scheme will continue to the end of November 2017. This will allow further negotiations at a national level regarding pay and conditions. On a more local level, a date has been scheduled for the next Joint Officers Steering Group (JOSG) meeting. These meetings were temporarily suspended whilst the national debate was on-going. A comprehensive report has been compiled following the 6 month 'pilot' period. We are waiting on a final piece of data that is to be supplied by NWAS. 		

1110	ON CALL RECRUITMENT		
PROGRAMME SPONSOR	Andrea Harvey	PROGRAMME MANAGER	Steve Barnes
Previous status	Current status	Mitigating steps (where status is red or amber)	
		The project group has been reformed, and will be focusing on the application and training process for new on call firefighters and increasing recruitment activity.	
Programme Update			
<ul style="list-style-type: none"> A new On Call Induction document is now in place and will be used for the first time as part of the June 2017 intake. The document captures the required pre learning for the initial training course, and essential reading which give the new employee a full and detailed understanding of their new role, and the expectations and values of the Service. The June intake consists of 11 new employees from across the area. Recognition is given to the station themselves who actively drive the recruitment process for their areas, and help target groups and organisations that are more receptive to the On Call firefighter role. The service is currently out to advert for a new On Call Training Instructor Role. This role is a dedicated resource that will provide support to the HR and OTG departments with recruitment, training and assessment of On Call Firefighters across the Service. This will include planning and delivering workshops on the selection process, assisting in the delivery of initial On Call recruits courses and undertaking workplace assessments. The role will ultimately offer a more flexible training and assessment approach to meet the ever growing needs of the role and the demand for On Call staff. 			

1308	Expanding Safe & Well Visits
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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"> • Closedown report submitted. • A new project has been created for Phase 2 and a decision on the future reporting arrangements is now required. 				

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"> • During British APCO, in March, an Operational Communications in Policing (OCiP) led event was attended to explore a beta version of the PSCS application (fire safety system), essentially the PTT. The progress being made with this was evident and encouraging. Also at the BAPCO event in March we met with EE who updated us on the progress being made with the network extension, namely the new masts as well the control centre functionality. We had pre loaded a series of questions which were answered. One of which is, "why can we not take the current 4G signal as an indication of ESN coverage?". Although technical, the answer lies with the bandwidths being use and the inability of commercial handsets to access them. • While the Vehicle Solution is some way off ancillary ESN compatible equipment is becoming available, in particular Antennae. Several suppliers have presented to the region and the quality appears good. One company in particular have an ESN antenna that has an additional traditional aerial incorporated. This could receive our current Airwave signal. They have offered a sample to test and it is intended that we will speak with the Fleet Manager with a view to fitting it to a spare appliance. 				

LESSONS LEARNED THIS PERIOD

CPS REF	PROJECT	LESSON LEARNED DETAIL
1280	Complex Dependencies	Refer to closedown report
1308	Expanding Safe & Well Visits	Refer to closedown report

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
ON CALL RECRUITMENT: 1089 CREWE AND 1092 ELLESMERE PORT				
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	20 ↑	Risk 862 and all mitigating activities are on hold following the Authority's decision made in February to review plans for Ellesmere Port and Crewe. At Risk Management Board in March it was agreed that this risk was covered by the new risk on the strategic risk register 'IRMP Impact of Crewe/Ellesmere Port On Call Review'.
1058 SPRINKLER CAMPAIGN				
889	Lack of commitment from housing providers to fit sprinklers: As a result of the austerity measures there is a risk that Registered Social Landlord'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.
1226 BLUE LIGHT COLLABORATION PROGRAMME				
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 →	Following the departure of key members of staff, there are interim solutions which should provide the necessary resources, but these will be tested given the timing of the departures and the significant workload associated with the creation of the joint teams and the Multi-Force Shared Service (MFSS). There is an intention to mitigate the risks around the MFSS delivery by reviewing the resource requirements in the near future. It is anticipated that additional interim resources will be required.