

Performance and Programme Board – Programme Health Report

All data supplied in the report has been populated directly from the Cheshire Planning System.

Reporting Period	FROM	1 st April 2019	TO	30 th June 2019
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1561 WHOLE SERVICE REVIEW							
PROJECT SPONSOR		Chief Fire Officer and Chief Executive	PROJECT MANAGER	Assistant Chief Fire Officer, Operational Assurance and Service Improvement			
Previous status	Current status	<u>Explanation</u> (where status is red or amber)					
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Programme Update							
The project team has produced an executive summary of the risk report focusing on Prevention, Protection, Response, Operational Assurance, Collaboration and Budgets. Each area of focus has ideas, concepts and tasks to develop. A Whole Service Review (WSR) programme meeting group comprising of staff from across CFRS has been established to develop these. The project team will then distil these to present to Members in development of the next four year IRMP 20/24 and the first action plan 20/21.							
Budget management – The budget management principles, based on priority based budgeting (PBB) to prioritise spend to risks in a consistent manner, is progressing well through its cycle. Outcomes of which will be presented to Members during the IRMP planning cycle.							
Blue Light Collaboration review - The joint heads of corporate services have developed Service plans, which include service levels and consider pay and non-pay budgets focusing on efficiency and effectiveness. The outcomes will feed into the PBB process.							
Consultation/engagement continues to progress well - The ideas Members prioritised previously are to be revisited in July planning days to inform the new Members. The WSR programme was presented to over 100 staff at the recent staff conferences and the areas of focus from the risk report are due to be debated with the staff engagement forum in July. Trade Union engagement happens on a monthly basis at JCNP. A short WSR animation is being developed to share the programme aims with staff across CFRS and seek their participation.							
During next quarter, the wider programme team will be focusing on developing specific options and proposals, engaging with Staff and briefing Members on the ideas and concepts.							

1566	PRIORITY BASED BUDGETING IMPLEMENTATION PLAN						
PROJECT SPONSOR		Assistant Chief Fire Officer, Operational Assurance and Service Improvement	PROJECT MANAGER	Organisational Performance Manager			
Previous status	Current status	<u>Explanation</u> (where status is red or amber)					
N/A							
Programme Update							
<p>The budget management principles, based on priority based budgeting (PBB) to prioritise spend to risks in a consistent manner, is progressing well through its cycle. Budget holders have presented their draft prioritised budget to the Service Management Team, where they were challenged. Final presentation of the prioritised budgets is on the 3rd September. Outcomes of which will be presented to Members during the IRMP planning cycle.</p>							

Governance and Commissioning

1226	BLUE LIGHT COLLABORATION PROGRAMME						
PROGRAMME MANAGER		Head of Strategic Change					
Previous status	Current status	<u>Explanation</u> (where status is red or amber)					
		Current status remains amber as the underlease has not yet been approved and the end state collaboration agreement has not been finalised.					
Programme Update							
<ul style="list-style-type: none"> • Car parking – 59 additional spaces have been created and are now available to use by staff. • Underlease for Fire's occupation of the Command Suite at Clemonds Hey – The request has now gone to the funders for approval; this is the last step in the approval process. • Signage – Planning permission has been received and the signage has been installed. • Conference rooms – A request has been sent to BAM to install hearing loops in conference room 7. <p><u>End State Collaboration Agreement:</u></p> <p>The Agreement remains in draft, but there have been some significant developments which will assist in the completion of the final document.</p> <p>Following the unsuccessful input from the internal audit consultant the Joint Finance Team has been working on creating a charging model and the draft provides some confidence about the appropriateness of charges and allows for abnormal work to be suitably accommodated. The model will be refined and refreshed over the next few years.</p>							

The Heads of the Joint Teams have now prepared Service Plans for 2019-20, which are intended to refresh the work to create the teams and promote clarity about current service levels and performance. These documents will also help inform the cost of the services. They should be agreed in the near future and then be used in future years to help inform budget planning and setting.

1564 NEW PAYROLL PROVIDER							
PROJECT SPONSOR		Director of Governance and Commissioning	PROJECT MANAGER	Project Business Manager			
Previous status	Current status	<u>Explanation</u> (where status is red or amber)					
							
Programme Update							
<p>The Service has now moved to the new payroll provider, Access UK. The parallel payroll run took place in June which highlighted a requirement for HR to amend some internal processes and templates. The first live payroll run took place during week commencing 15th July and has been successful with a minimal number of queries raised by staff.</p> <p>Communication messages were circulated in advance to staff. The new supplier has provided staff with a link to the new payroll portal so they can access their online payslips. A few Members have needed assistance in gaining access to the system.</p> <p>The payroll team will continue to review and refine the new processes and have regular review meetings with Access.</p> <p>It is recommended that this project will be closed in the next quarter.</p>							

1565	AGRESSO SYSTEM UPGRADE			
PROJECT SPONSOR		Director of Governance and Commissioning	PROJECT MANAGER	Project Business Manager
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
Programme Update				
<ul style="list-style-type: none"> • Current System Audit/review completed in May - this highlighted a number of areas that may require extra work and configuration. • Unit 4 Business World (the new name for Agresso) test system successfully installed • Experienced some delays with the Test system install and transformation of Agresso Report Creator (ARC) reports which has led to the go-live being pushed back to end of August - ARC reports due to be completed at the end of July. • System Testing commenced w/c 8th July - defect found with Budgetary balance tables which could delay exit of User Acceptance Testing. If issue is not resolved then Finance may have an increased workload in the short term following go-live until this is resolved. Testing has shown that the system is easy for users to navigate and that the scope of change is limited. To this end there will be no formal training required and any changes will be communicated via an updated user guide, which will be made available on the Intranet and sent out to key users (requisition raisers and approvers). • Still on track for an end of August go-live. • Making Tax digital implementation plan currently being created. It's looking like this module will be implemented on 17th September in test and then go live will be 10th October. There are tight timeframes around this work and the Finance team will need to be prepared to test this swiftly in the intervening weeks. 				

1544

REPLACEMENT OF CHESTER FIRE STATION

PROGRAMME SPONSOR		Director of Governance and Commissioning	PROGRAMME MANAGER	Group Manager – Cheshire West and Chester			
Previous status	Current status	<u>Explanation</u> (where status is red or amber)					
		The planning permission has been received but includes some pre-commencement conditions which need to be discharged so that the work on site can commence.					
Programme Update							
<p>Given the settled intention of the Fire Authority to see a new fire station built on the existing St Anne Street site and the significant delay in securing planning permission officers and advisers are working to progress the project as quickly as possible. The planning permission includes some pre-commencement conditions and it is hoped that these can be discharged in the near future so that the work on site can finally commence.</p> <p>The planning appeal has not progressed. Currently, there is no indication when it will be dealt with. The earliest that a decision could be expected is the autumn. Whilst there is an expectation that the Authority's case is relatively strong there is, obviously, no guarantee that the appeal will be successful.</p> <p>Officers are working on the assumption that the construction contract will be entered into and the appeal will be withdrawn as soon as the pre-commencement conditions have been discharged. Officers do not believe that it makes sense to await the outcome of the appeal. During this time the cost of the project would be very likely to increase because of building inflation.</p> <p>Two petitions were presented to the Fire Authority at its meeting in April. The petitions are essentially about the same issues, but were achieved using different methods (one online and one hard copy) and contain slightly different wording. There were 6,495 signatories. We have written to the petitioner explaining that there appears to be a flaw in the petitions, because they seek to combine two separate matters. The capital funding set aside for the fire station project would not be made available to pay for a second fire engine for Chester.</p> <p>The additional planning and design work associated with the second planning application coupled with the considerable archaeological investigations has involved unexpected costs. The delay, in itself, is also likely to see some inflationary increases impacting upon costs. These factors have put considerable pressure on the budget and left little contingency. However, officers and advisers believe that aspects of the additional works have helped to mitigate some cost risks, e.g. the chance of finding something of archaeological importance has considerably reduced due to the extent of the investigations that have been required as part of the planning process.</p>							

1558	CREWE JOINT FIRE AND POLICE FACILITY						
PROJECT SPONSOR		Director of Governance and Commissioning	PROJECT MANAGER	Group Manager – Governance and Commissioning			
Previous status	Current status	<u>Explanation</u> (where status is red or amber)					
		Ongoing feasibility study and exploration of costs and options.					
Programme Update							
<p>Quarter 1 for this project has seen further work on the feasibility study, with room specifications for both Police and Fire discussed and provided to the architects. Based on these documents the architects have designed draft plans for a joint facility establishing user requirements and exploring if the building will fit on the site. Initial costings have yet to be confirmed with the current design consisting of a basement carpark, ground floor with reception area and a further two floors of accommodation. The feasibility report has been presented and highlights the influencing factors surrounding the proposal and the current costings. Further discussions are to be held with Fire and Police regarding further exploration of costs, options and the impact of the Crewe Hub area action plan (relating to HS2).</p>							

1557	STATION MODERNISATION PROGRAMME						
PROJECT SPONSOR		Director of Governance and Commissioning	PROJECT MANAGER	Group Manager			
Previous status	Current status	<u>Explanation</u> (where status is red or amber)					
		The work at Tarporley and Bollington has commenced and a preferred supplier has been selected for the 5 year programme.					
Programme Update							
<p>The modernisation work at both Tarporley and Bollington Fire Stations, as part of the year zero projects, is now underway.</p> <p>In relation to the longer term programme a procurement process has identified the fastest route to market utilising the North West procurement framework for the modernisation programme, with guidance provided by the procurement team and the preferred companies invited to tender for the 5 year term. Following an assessment of their written submissions the companies invited to the interview stage of the formal tender were Wates and Interserve. Wates was chosen as the preferred supplier.</p>							

Operational Policy and Assurance

1490 SADLER ROAD TRAINING CENTRE PROGRAMME							
PROGRAMME SPONSOR		Assistant Chief Fire Officer, Operational Assurance and Service Improvement	PROGRAMME MANAGER	Head of Operational Policy and Assurance			
Previous status	Current status	<u>Explanation</u> (where status is red or amber)					
		This project is amber as it has slipped from the original programme.					
Programme Update							
<p>Following the previous update which included details on the planning permission being received on the 7th March 19 containing 25 conditions, there is now only one condition which must be discharged prior to commencement of the full works on site. This relates to the ground conditions.</p> <p>The design team are working on the condition with ground contamination surveys started on the 8th July 19. This involves bore holes being made in the designated sections of the site and gas monitoring being fitted to provide the planning officers with readings over a 3 week period. Ground samples results are also being provided with it all due to conclude during the next two weeks.</p> <p>Work is ongoing however in other phases of the programme, including the main training centre building, OHU and workshops. Some of the timescales associated to the phases have been realigned, though it is not envisaged to affect the overall programme.</p> <p>The relocation of training project to deliver training courses to other planned locations has gone ahead as planned and training has not been affected.</p> <p>All risks have been reviewed with no change and the budget has been updated following the planning approval being received with the programme being costed by the contractor within budget. The new programme has been received from the building consultant and has been used to realign the milestones and tasks.</p>							

1553	OPERATIONAL TRAINING GROUP REVIEW		
PROJECT SPONSOR		Assistant Chief Fire Officer, Operational Assurance and Service Improvement	PROJECT MANAGER
Previous status	Current status	<u>Explanation</u> (where status is red or amber)	
		This project is amber as it has slipped from the original programme.	
Programme Update <p>The Project Manager has met with the FBU Brigade Secretary to discuss new duty system and structure proposals during the past quarter with the consultation found to be productive.</p> <p>Though the Services proposed structure and new duty system was initially rejected, a revised proposal has received a more positive response following the FBU Brigades Secretary meeting with the training instructors. The final consultation meeting was held on the 11th July 2019.</p> <p>The revised proposal followed the Services rejection of the FBU's submission of their own proposal, which was rejected due to it not meeting the new duty system principles. The formal negotiation for the current duty system and team structure will now take place at the final JCNP negotiation meeting on the 25th July 2019.</p> <p>The project remains on its revised timeline and within budget with no new risks identified.</p>			

1318	CARDIAC ARREST RESPONSE PROJECT		
PROJECT SPONSOR		Assistant Chief Fire Officer, Operational Assurance and Service Improvement	PROJECT MANAGER
Previous status	Current status	<u>Explanation</u> (where status is red or amber)	
		Current status remains red due to lack of progress on the project.	
There continues to be no progress with this project during quarter 1 as it remains on hold awaiting the outcomes of national discussions for the wider Fire Fighter role linked to pay and conditions.			

PROJECT SPONSOR		Assistant Chief Fire Officer, Operational Assurance and Service Improvement	PROJECT MANAGER	Group Manager Operational Policy and Assurance			
Previous status	Current status	<u>Explanation</u> (where status is red or amber)					
		Ongoing delays and lack of meaningful progress.					
Programme Update							
No clear movement on the project again this quarter.							
Coverage assurance due to commence from Q3 2019 – this will be joint with Cheshire Fire and Police. Critical Operational Locations are currently being reviewed. ESN Prime, which is the full system rather than the incremental approach, now scheduled for Q1 2021. Minimum standards for transition are being reviewed as part of the National Acceptance Criteria.							
Nationally the programme has again come under scrutiny of the Public Accounts Committee due to its lack of meaningful progress across the whole sector. The Home Office have been requested to provide detailed updates by the end of October 2019.							
Regional strategic briefing to take place W/C 22nd July.							

1567	CHESHIRE FIRE DRONES				
PROJECT SPONSOR	Head of Operational Policy and Assurance	PROJECT MANAGER	Group Manager Operational Policy and Assurance		
Previous status	Current status	<u>Explanation</u> (where status is red or amber)			
N/A					
Programme Update					
<p>Drone and associated equipment has been rebuilt, updated and tested. A new cohort of Drone pilots have been selected and have recently successfully completed their CAA ground school qualification with Lancashire Fire & Rescue Service.</p> <p>Two new training venues have been risk assessed and will be used to start initial flight training with the new cohort of pilots.</p> <p>Application for Permission for commercial operations in progress.</p>					

Service Delivery

1556 ON-CALL PROGRAMME				
PROJECT SPONSOR		Head of Service Delivery	PROJECT MANAGER	Group Manager – Cheshire West and Chester
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
Programme Update				
The On Call Programme Team (OCPT) is performing well, aligned to the overall plan. A briefing was provided to SMT on the 15th July at which no concerns were raised.				
On-Call Support Crew Managers				
The 6 Crew Managers (CM) have provided 2054 hours of availability in the months of May and June collectively. This has contributed to:				
<ul style="list-style-type: none">• A combined 14.77% improvement in availability for May and June during weekday days and an overall uplift of 4.35%.• 205 hours of development for Certificate to ride and maintenance of competence training.• As of the end of June the CMs had attended over 50 plus incidents and engaged in 38 recruitment activities.				
Recruitment				
The recruitment drive is progressing well with an average of 6 firefighters being successfully recruited per month, in Quarter 1. Enquiries are continuing to be received due to programme activities. The Communications team are using Facebook to directly target those within a 5 minute response polygon. This had some success in the two weeks of the trial to date with 713 direct clicks and over 20 enquiries into the resourcing team with minimal costs.				
Availability				
As mentioned an average of 4.35% uplift has been demonstrated since the introduction of the 6CMs overall with Station Managers scrutinising contractual hours of exiting staff alongside other methods of improvement. There are significant numbers of new development firefighters. As these reach competence, availability will improve further.				

1540	AERIAL LADDER PLATFORM REVIEW		
PROJECT SPONSOR		Assistant Chief Fire Officer, Operational Assurance and Service Improvement	PROJECT MANAGER
Previous status	Current status	<u>Explanation</u> (where status is red or amber)	
			
Programme Update This project remains open but at this stage it is recommended that progress will be reported to Performance and Programme Board and Performance and Overview Committee as part of the Whole Service Review Programme.			

Protection and Organisation Performance

1058	SPRINKLER CAMPAIGN 2014		
PROJECT SPONSOR		Assistant Chief Fire Officer, Operational Assurance and Service Improvement	PROJECT MANAGER
Previous status	Current status	<u>Explanation</u> (where status is red or amber)	
		Status changed to green to reflect recent progress.	
Following the Protection team making representations and presentations regarding Peninsula House, Warrington to the management company ('Stef & Phillips') quotes have been obtained and the owners have indicated that sprinklers will be fitted this year. We await final confirmation. Agreements have been approved and signed in relation to the Joseph Groome Towers installations and £36K has now been transferred for that project. Further agreements are now being drafted for Churchill Mansions and other developments. 3 blocks in Handforth are currently being fitted with sprinklers. 1 is complete, 1 is in the test phase and 1 is yet to start.			

1549	HIGH RISE SPRINKLER CAMPAIGN 2018						
PROJECT SPONSOR		Assistant Chief Fire Officer, Operational Assurance and Service Improvement	PROJECT MANAGER	Head of Protection and Organisational Performance			
Previous status	Current status	<u>Explanation</u> (where status is red or amber)					
		Efforts are still being made to persuade Peaks and Plains Housing and Golden Gates Housing to install sprinklers in their high rise blocks in Macclesfield and Warrington respectively.					
4 projects totalling 8 buildings are either in progress or agreed for phase 1 of the sprinkler project.							
For phase 2 we have 2 projects in progress:							
<ul style="list-style-type: none"> • Guinness Housing in relation to Waverley Court, Crewe and • Sanctuary Housing regarding 9 blocks in Chester. 							
If these projects are successful that will equate to 18 of 21 high rise blocks in Cheshire having sprinklers fitted. Sanctuary have confirmed that they have started work on their 9 blocks and their project plan details completion of all 9 installations by end November 2020.							
Efforts are still being made to persuade Peaks and Plains Housing and Golden Gates Housing to install sprinklers in their high rise blocks in Macclesfield and Warrington respectively.							

1554	PROTECTION REVIEW						
PROJECT SPONSOR		Assistant Chief Fire Officer, Operational Assurance and Service Improvement	PROJECT MANAGER	Head of Protection and Organisational Performance			
Previous status	Current status	<u>Explanation</u> (where status is red or amber)					
		Head of Protection and Organisational Performance to present proposals to Assistant Chief Fire Officer by the end of August.					
Programme Update							
A comprehensive review report has been completed, considering all areas of Protection, complete with recommendations. This report is now being condensed into a reader friendly summary report complete with a suite of final recommendations for consideration.							

Prevention

1500	SAFE AND WELL PHASE 2 – LONELINESS AND ISOLATION				
PROJECT SPONSOR	Assistant Chief Fire Officer, Service Delivery	PROJECT MANAGER	Partnership Co-ordinator		
Previous status	Current status	<u>Explanation</u> (where status is red or amber)			
					
Project Update					
Closedown and Evaluation Report approved at Performance and Programme Board on 8 th August 2019.					

1496	SAFE AND WELL PHASE 2 – HYPERTENSION, BLOOD PRESSURE and ATRIAL FIBRILLATION				
PROJECT SPONSOR	Assistant Chief Fire Officer, Service Delivery	PROJECT MANAGER	Prevention Policy and Projects Manager		
Previous status	Current status	<u>Explanation</u> (where status is red or amber)			
					
Project Update					
Closedown and Evaluation Report approved at Performance and Programme Board on 8 th August 2019.					