





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	1st July 2019	TO	30th September 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)		
				
Programme Update				
<p>Leadership - The monthly Strategic Focus Group continues to consider data and feedback from consultations across the organisation. Many concepts and ideas have been proposed, some of these were presented to Members at planning days for consideration and inclusion within the IRMP.</p> <p>Financial planning - The new budget management principles, based on priority based budgeting (PBB) is progressing well through this years budget planning cycle. This will ensure that spend is prioritised to risks and will also provide a range of options to meet various financial scenarios.</p> <p>BLC evaluation - The joint Heads of Service have developed department plans, which will include service levels, pay and non-pay budgets. The review is focusing on how best to assess efficiency and effectiveness. The team is developing a performance management framework for the BLC, which will be presented to the SMT/Joint Heads during the next quarter.</p> <p>Consultation - Engagement with a range of stakeholders is progressing well. Staff are actively engaged in the development of a number of the proposals and concepts that are supporting the development of the IRMP. The WSR animation has gone live and resulted in increased volunteers to support the programme. Moreover, the WSR programme team has worked with the Staff Engagement Forum to support the development of the proposals, and the rep bodies have proposed ideas through the Joint Consultative Committee.</p> <p>IRMP – The team are working with the communications team to develop the 2020-24 IRMP, which will be considered by Members at their December meeting.</p>				



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)		
				
Programme Update				
Budget holders presented their final draft work books in September as planned. The wider budget planning cycle for 2020/21 is also progressing in relation to growth bids. The PBB workbooks will be reviewed again in the November budget planning meeting.				



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			
<p>The underlease and collaboration agreement are still to be finalised. BAM and the funders are currently engaged and making some real progress in relation to the underlease.</p> <p>Steady progress has been made in the last 6 months in relation to the collaboration agreement. The charging arrangements are nearly agreed and there have been productive discussions about liability. More recently the service plans for the joint teams have been produced and the performance measures are being finalised. The aim is to complete the agreement by the end of the year.</p> <p>Car parking - Since the introduction of the car parking facilities in the VMU compound, the number of vehicles parking along the roads at Clemonds Hey has reduced. The majority of HQ users still parking on roads appeared to be doing so out of habit as there were spaces available at the time of monitoring. Monitoring will continue in Sept/Oct when site occupancy tends to peak as part of a wider review of parking issues. Communications will also be circulated to staff.</p> <p>Hearing loops in conference room 7 - The PFI change notice and purchase order has been raised for the fixed hearing loop in Conference rooms 7 & 8. Installation date to be confirmed shortly but is expected early November. The management of the portable elements of the system will be signed out as and when required via HQ Reception.</p>			

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 payroll system/service successfully went live on the 15th July.</p> <p>Responsibility for day to day management of the new payroll provider (Access) has been handed back to the Payroll team.</p> <p>A project closedown report has been produced and awaits sign-off to officially end the project.</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				
<p>New Agresso successfully went live on the 23rd September. Anecdotal evidence suggests that the new version has been well received and has brought with it some minor improvements to the user experience.</p> <p>The debtors report is still outstanding.</p> <p>The supplier have a potential fix that could help to facilitate the bulk upload of budgets. We will look to implement this as soon as possible following completion of the debtors report.</p> <p>Making Tax Digital work still to be completed - beginning in November 2019 and completing by Christmas 2019.</p> <p>The Finance team have reinstated its Agresso System working group to look at ways they wish to develop the system to help drive efficiency in the team.</p> <p>New Milestones have been added to the plan to reference the dates for the Making Tax digital Implementation.</p>				



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		
Programme Update				
<p>During the last period, the main focus has been on the demolition of the rear buildings and drill tower and preparation of drainage and foundations for the temporary fire station.</p> <p>An update on the discharge of pre commencement planning conditions is as follows: Condition 6: Drainage Design - Discharged Condition 8: Construction Methodology - Discharged Condition 10: Section 278 Works details – Discharged, but subject to a legal agreement of Section 73 variation. Condition 17: Ground Contamination – Further information requested on 24/09/19.</p> <p>In addition to the above, we have applied to discharge the condition in relation to materials and appearance. This was due to be discharged on the 24/09, however the planning officer wrote to Barton Willmore on the 27/09 objecting to our choice of brick. Our choice of brick has been unchanged from the initial pre planning enquiry some two years ago. The planning officer also requested an extension until the 27/10 to resolve this. A case to retain the chosen brick and some additional coloured drawings are being submitted to the planning officer this week. Barton Willmore have been requested to refuse to agree to the extension of time requested and accept one until the 4/10.</p> <p>The Party Wall award works were due to be completed in September. These are not yet completed and not showing much sign of progress. The site agent is however now liaising closely with our site agent to identify and avoid conflicting works.</p> <p>The Highway Stopping Up Application has now been resurrected and is progressing. The objection received from Vodafone arising from the presence of redundant infrastructure from a former supply to the fire station has been responded to and is under consideration by them. No response has been received in connection with this in the last period, and Barton Willmore have been tasked with resolving this. This continues to be the case.</p> <p>The Temporary Fire Station has arrived on site and the temporary appliance bay erection started on the 14th October. This remains on schedule for handover to the Fire Service on the 8th November.</p>				



1558		REPLACEMENT OF CREWE FIRE STATION		
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)		
		Current status remains amber due to the ongoing design phase.		
Programme Update				
<p>Following an extensive feasibility study, a decision has now been taken to no longer pursue plans to build a Joint Fire and Police Station in Crewe.</p> <p>Over the past 12 months, the Service, Fire Authority, Police & Crime Commissioner, and Cheshire Constabulary have been exploring opportunities for a Joint Police and Fire Base in Crewe – potentially at the existing site of the Fire Station off Macon Way.</p> <p>The feasibility work was successful in delivering an option that, in different circumstances, might have been capable of being pursued.</p> <p>Unfortunately, the extent, shape and layout of the site, coupled with the need to fit significant operational requirements on it, has produced a solution that is complex and expensive.</p> <p>The Fire Authority and Commissioner have now concluded that the option that has been presented is not value for money, confirmed during respective Fire Authority and Management Board meetings.</p> <p>The Service will now look to press on with developing its plans for a fire-only rebuild on the existing site. Meanwhile, the Constabulary is exploring alternative options for the Police Station.</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)		
				
Programme Update				
<p>The Year Zero projects located at Bollington and Tarporley Fire Stations, are currently several weeks behind schedule. This is based upon factors such as the increased footings for the extension at Bollington and the introduction of steel works at Tarporley. Both of these site instructions have been at the request of structural engineers and building control. A programme end date of the start of November is now expected based upon Crudens schedule of works.</p> <p>The Year One Projects, are currently being costed and designed by Wates construction and their Architects, who have provided several iterations of plans. The plans have been shared with station staff, the Service Management Team and the Estates and Property Committee. Wates will now provide a final version of plans for accurate pricing and an on site start date is to be discussed within the project team and agreed with Wates before the start of November.</p>				



Operational Policy and Assurance

1490		SADLER ROAD TRAINING CENTRE PROGRAMME		
PROGRAMME SPONSOR		Assistant Chief Fire Officer, Operational Assurance and Service Improvement	PROGRAMME MANAGER	
PROGRAMME SPONSOR		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>There remains one pre-commencement condition still to be discharged officially by Cheshire West and Chester however a verbal approval from the planning officer has been given and the ground work to the North of the site has now began. Piling work is now complete which sees the 54-week Breathing Apparatus firehouse critical path of the programme underway.</p> <p>Section 1 of the programme work is now complete on the new Occupational Health Unit, this has now been handed over to CF&RS and the OHU team are now fully operational.</p> <p>Section 3 of the programme work to the server room and Operational Policy and Assurance archive is also complete and handed over to CF&RS.</p> <p>Section 5 of the programme work is also now complete and the Operational admin team are now fully operational from their new office.</p> <p>Work has begun on Section 2 and 4 of the programme with demolition work underway for the fit out of the new trauma, ICT classrooms and the Tech services / Fleet offices. These areas are planned for completion on the 29/11/2019 and early 2020 respectively.</p> <p>Asbestos removal work is coming to a close.</p> <p>Ground works have produced circa 4500-5000 tonnes of spoil, which is unusable for sub layers of the site ground works. This surplus is currently being removed from the site and has been tested and identified as non-hazardous.</p> <p>The ground floor building, which will provide the ICTS, and Operational training classrooms have been demolished internally back to the concrete floor, frame and roof. This is now undergoing fit out by contractors to plan.</p> <p>The programme is behind by 11 weeks due to the late discharge of the pre-commencement condition.</p> <p>The programme risks are regularly reviewed. The role associated with the relocation of training can be removed, following the successful transition of training at alternative venues during the first half of the year.</p>				



1553		OPERATIONAL TRAINING GROUP REVIEW		
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)		
		This project is amber as it has slipped from the original programme.		
Programme Update				
<p>Formal consultation/negotiations have continued during the past quarter with encouraging discussions taking place between Managers and FBU both prior and during JCNP.</p> <p>During the discussions at JCNP there have been a number of positive steps taken towards reaching an agreement. This has recently resulted in a productive discussion between Managers, the FBU and instructors outside of JCNP, when the updated Service proposals were discussed and staff were provided with an opportunity to express their views.</p> <p>Following this meeting the Service is now considering the points raised by both of the instructor teams working in Operational Training Group and Command Training Group, before providing a final proposal to the FBU Brigade Secretary.</p>				

1318		CARDIAC ARREST RESPONSE PROJECT		
PROJECT SPONSOR		Assistant Chief Fire Officer, Operational Assurance and Service Improvement	PROJECT MANAGER	
		Head of Operational Policy and Assurance		
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 2 as it remains on hold awaiting the outcomes of national discussions for the wider Fire Fighter role linked to pay and conditions.				



1313		EMERGENCY SERVICES MOBILE COMMUNICATION PROGRAMME			
PROJECT SPONSOR		Assistant Chief Fire Officer, Operational Assurance and Service Improvement	PROJECT MANAGER		Station Manager Operational Policy and Assurance
Previous status	Current status	<u>Explanation</u> (where status is red or amber)			
		Current status remains red due to ongoing delays and lack of meaningful progress.			
Programme Update					
<p>The project lead for Cheshire Police & Fire has changed from Danielle Rigby to Paul Wycherley. The regional lead is now GM Robert Martin, (Lancashire Fore and Rescue Service). The project is sufficiently resourced at present for the level of activity taking place, however GM Martin has indicated that Fire & Rescue Services will be required to start playing a more active role in the coming months. This will be monitored to ensure the current structure remains suitable.</p> <p>Nationally, a full business case is to be submitted for final approval with the Programme Board in December 2019 and Cabinet Office and Treasury in March 2020. The estimated cost for delivery is £9.2 billion.</p> <p>The options for delivery are as follows:</p> <ul style="list-style-type: none"> • Plan A: Existing plan – Everything to be ready everywhere before anything is implemented anywhere. • Plan B: Incremental implementation – Progressive releases of capability until everything is everywhere. • Plan C: Data only – Retain Airwave (confirmed as remaining active for a further 10 years) and exploit ESN for data. • Plan D: Do nothing – Retain Airwave only, which has to be included for comparison purposes. <p>Coverage assurance will be checked via an app which has now been developed. Within the North West we are awaiting the build of 24 new masts in areas that require additional coverage.</p> <p>Work is ongoing to determine the time it will take for UK Fire to migrate to the new Emergency Services Network. Ian Taylor, Business Change Lead, has submitted 3 delivery models to the programme for the transition from Airwave to ESN. These are 12 months, 24 months and 36 months and are based on the level of assurance and confidence the programme is providing around key areas: coverage, suppliers and development of Kodiak.</p>					



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)		
				
Programme Update				
<p>Drone and associated equipment has been rebuilt, updated and tested. A new cohort of drone pilots has been selected and they have successfully completed their CAA ground school qualification with Lancashire Fire & Rescue Service. Ground training of the new pilots is also now complete.</p> <p>Familiarisation with the actual drone platform is ongoing. The drone is now based out of Lymm Fire Station with training taking place at local venues.</p> <p>The team are awaiting some outstanding equipment from IT.</p> <p>The application for Permission for commercial operations is 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				
<p>Briefings with the Chief Fire Officer, Risk Management Board and Service Management Team have been held identifying areas of achievement to date. A governance structure has been introduced with work packages and papers being produced by the team.</p> <p>Four work packages are due at the next meeting on the 25th October 2019, Blue Book Payments, On Call Availability Reward Scheme (OCARS), Employer Recognition and TOIL.</p> <p>Work is ongoing with a Dual/Tri Service advocate role with a meeting in Cornwall occurring on the 24th October which has been co-ordinated to link in with a representative from Scotland Fire and Rescue Service. Other areas of work include Wholetime Latent Capacity and the organisation of an On Call passout dinner which will include employer recognition.</p> <p>On Call Support Crew Managers are currently attaining an average increase of 15.05% availability Monday to Friday during daytime hours which sees an increase of 4.5% in overall availability.</p> <p>2 Watch Manager B secondment posts for a period of 6 months have been advertised and should be in place for November. These individuals will be tasked with completing identified priority work packages.</p>				

Protection and Organisation Performance

1058		SPRINKLER CAMPAIGN 2014		
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)		
				
<p>7 blocks are now completed although Churchill Mansions still has three occupiers refusing the sprinkler installation. Efforts are still being made by Halton Housing Trust (HHT) to overcome this. Plans are in progress to transfer the part funding to HHT.</p> <p>The part funding has been paid for Joseph Groome Towers and publicity is being arranged to celebrate this achievement.</p> <p>The three blocks in Handforth are complete and discussions will begin shortly over the transfer of funds once commissioning and completion certificates are obtained.</p>				

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 with the remaining 3 building owners who have so far not opted to fit sprinklers.			
<p>We have been informed by Sanctuary Housing that the costs for their 9 block programme have risen significantly due to industry demands however they are continuing with the works at this stage.</p> <p>Efforts are still being made with the remaining 3 building owners who have so far not opted to fit sprinklers.</p> <p>We are considering entering in to a primary authority partnership with one of these companies and as part of the discussions have repeated our desire for them to fit sprinklers.</p> <p>Guinness Partnership (Waverley Court Crewe) are still in the planning stage of their project to fit sprinklers.</p>					

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)		
		This project is amber as it has slipped from the original timescales.		
Programme Update				
The condensed review report and full suite of recommendations were submitted to the Assistant Chief Fire Officer on 17 August. Consideration is now being given to the recommendations and proposals within the review documentation.				