

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 October 2019	TO	31 st December 2019
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ACTION OR DECISION REQUIRED BY PROGRAMME BOARD

No actions or decisions required.

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	Explanation (where status is red or amber)		
				
Programme Update				
<p>During the last quarter the focus has been completing the Integrated Risk Management Plan (IRMP) development. In December 2019 Fire Authority Members approved the draft IRMP 2020-24 for formal internal and external consultation. Meetings have been held with Corporate Communications to finalise the consultation strategy which has been agreed by the Service Management Team (SMT). The consultation is open until Friday 20 March 2020 and members of the public can comment using an online survey or through the Service's Facebook or Twitter accounts. There will also be a series of consultation roadshows across Cheshire during January and February 2020 where staff from Corporate Communications will be handing out copies of the summary draft IRMP and paper copies of the survey alongside fire safety leaflets.</p> <p>Consultation will also take place with staff, cadets and volunteers and with a range of stakeholders across Cheshire such as representative bodies, local authorities and community/voluntary groups. Feedback from the consultation on the draft Plan will be provided for Members of Cheshire Fire Authority to consider at the meeting on Wednesday 22 April 2020.</p> <p>The Strategic Focus Group continues to meet to provide direction and monitor progress and risks. Once the IRMP has been finalised Project Leads will be assigned to each project. Project plans / PIDS will need to be developed and monthly programme meetings will be set up to allow leads to share information and ideas. Projects will also need to be incorporated into departmental plans which are due for final sign off in March 2020.</p>				

The Planning and Performance team and Organisational Performance team have been working with Greenstreet Berman to review the analysis and modelling that has taken place as part of the Whole Service Review. A review is also underway of the Community Risk Management Policy to ensure the process that the organisation uses to identify and assess risk is fit for purpose.

1566		PRIORITY BASED BUDGETING IMPLEMENTATION PLAN		
PROJECT SPONSOR		Assistant Chief Fire Officer, Operational Assurance and Service Improvement	PROJECT MANAGER	
PROJECT SPONSOR			Organisational Performance Manager	
Previous status	Current status	<u>Explanation</u> (where status is red or amber)		
				
Programme Update				
<p>During the last quarter budget meetings have been held with the budgets holders to determine the final budget ('draw the line') and distribution of available funds across each department and the entire service. The Service Management Team (SMT) have reviewed all of the prioritised budgets and 'Ranked' (10 essentials to 1 do not fund) them accordingly. They have taken into account the whole service priority along with departmental priority. The next steps are to finalise the departmental budgets before 31st March 2020 and to present the final budget to the Fire Authority on 12th February 2020.</p>				

Governance and Commissioning

1226		BLUE LIGHT COLLABORATION PROGRAMME		
PROGRAMME SPONSOR		Director of Governance and Commissioning	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>Hearing loops have now been installed in Conference Room 7 at Clemonds Hey.</p> <p>End State Collaboration Agreement - The agreement draft is not yet available.</p> <p>Underlease – No change since last quarter; this still has not been approved.</p> <p>Car Parking - Notwithstanding the fact that extra spaces were secured the current car parking situation is extremely poor leading to Members of the Fire Authority being asked to park on the nearby estate recently.</p> <p>Visioning Event - This is due to occur on 30th January 2020 and will involve the Chiefs, Chair of the Fire Authority and the Police & Crime Commissioner.</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>The Service successfully went live with the new Agresso system (Unit 4 Business World) in September 2019. A number of snagging issues remained post go-live and the majority of these are now resolved. All the high priority issues have been closed and the minor issues are now being raised with Unit 4 through the support contract as time available with the Embridge consultants is now at an end.</p>				

The Making Tax Digital (MTD) module was implemented successfully in both Test and Live environments. Due to the fact the implementation was completed so swiftly the Unit 4 consultant will be coming back in to assist the Finance team during its first Tax submission in late January at no extra cost. This will help ensure a worry free first submission with the module.

Apart from delays caused by a balance table defect during Test system implementation the project has gone very smoothly and the new system is delivering the functionality and outputs expected.

The project will be enter the closedown phase in the next couple of weeks so lessons learnt will be reviewed and the benefits will be assessed.

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)		
				
Programme Update				
<p>The old St Anne Street building was handed over to ISG on the 6th December 2019. Removal of internal fittings commenced prior to Christmas with demolition of the appliance bays making good progress. The initial asbestos surveys have reported slightly more than anticipated, but not enough to cause a significant issue. Current predictions are that the build is on track with handover of the new fire station still set for November 30th 2020. A security guard has been employed to maintain the security of the old building until it's full demolition by the end of January 2020.</p> <p>Teams have successfully relocated into the temporary station following rigorous testing of the mobilisation systems, staff have been impressed with the temporary accommodation.</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>At the last Crewe fire station design team meeting held with Cheshire East Service Delivery Managers and ISG representatives, discussions covered the three potential options for the site. This meeting explored the operational issues presented by the internal and external layout of the site and a response has been returned to ISG for the next meeting during February. The operational flow and layout of option two was a preferred design however it was discussed that further work would be required on room layouts on option two to improve operational response when responding to emergencies. Option two is the complete rebuild of the site with the aim to provide accommodation as close to the appliance bay as possible, therefore reducing the turnout times of crews.</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				

Year Zero Projects are now completed with minor snagging issues being resolved by Crudens staff, with a final account meeting to be held on the 17th January 2020, which is to be chaired by the North West procurement framework management.

Year One projects; Birchwood, Runcorn, Middlewich and Sandbach are scheduled to begin works on the 17th February 2020. Estates and IT are currently engaged to remove non-operational equipment to storage areas.

Operational Policy and Assurance

1490		SADLER ROAD TRAINING CENTRE PROGRAMME	
PROGRAMME SPONSOR		Assistant Chief Fire Officer, Operational Assurance and Service Improvement	PROGRAMME MANAGER
		Group Manager Operational Policy and Assurance	
Previous status	Current status	Explanation (where status is red or amber)	
		This project remains amber due to delays within the programme.	
Programme Update			
<p>The final pre commencement planning condition has finally been signed off; all conditions have now been discharged.</p> <p>The Fleet Manager and Technical support area is nearing completion and as a result of some additional asbestos removal the completion date has experienced a minor delay.</p> <p>The completion date has now been split into two handover dates to allow completion of the Fleet Manager's area first on 17th January 2020, and in turn enables the contractors to start work in the workshop area. The Technical support team will relocate to their new work space at the start of February 2020.</p> <p>Surplus spoil is still awaiting removal from the site, a number of factors are delaying the removal including heavy rainfall and access to the disposal site. The surplus spoil is delaying contractors starting work to the Compartment Fire Behaviour Training (CFBT) and Rural zone although this is not expected to impact on the programme completion date.</p> <p>The foundations for the firehouse, indoor training area and terraced houses have now been completed; the brickwork to the terraced houses is at first floor level. The structural steel for the protected stairwell and integrated tower in the firehouse has been erected along with the re-enforced retaining wall.</p>			

The Transport zone has now had the first layer of Tarmac added; the Road Traffic Collision (RTC) ditch which has been cast and the framework for the RTC classroom has been erected. The fenced areas have been completed along this section which adjoins the service houses at Winsford Fire Station and along the boundary with the police station.

The ground floor extension has new exterior panelling and work is underway to re-cover the existing roof. Interior works include the levelling of floors and installation of internal walls.

Section 4 (Trauma and ICT classrooms) is nearing completion; minor delays have been added to the completion date due to electronic door lock installation issues and door warranties going forward. The delays will omit any warranty issues as ISG work with suppliers to work out an agreed resolution. Handover is expected at the beginning of January 2020.

The programme is behind by 11 weeks due to the late discharge of the outstanding pre-commencement condition. The programme risks have been reviewed and remain sufficient to the programme.

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 remains amber due to slippage within the project.			
Programme Update					
<p>Formal consultation/negotiations have continued during the past quarter with discussions taking place between Managers and the Fire Brigade Union both prior and during Joint Consultative Negotiating Panel (JCNP).</p> <p>During the discussions at JCNP there have been a number of positive steps taken towards reaching an agreement with the most recent response by management provided to the FBU at the November JCNP meeting. This will be discussed at a meeting with the instructors in January 2020.</p> <p>The project risks have been reviewed and the implementation of a new duty system remains on target for April 2020.</p>					
1567		CHESHIRE FIRE DRONES			
PROJECT SPONSOR		Head of Operational Policy and Assurance	PROJECT MANAGER		Head of Operational Policy and Assurance
Previous status	Current status	<u>Explanation</u> (where status is red or amber)			

		The project has been slightly delayed due to some technical issues with the drone and changing Civil Aviation Authority (CAA) requirements, however it is now nearing completion.
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Programme Update

Governance surrounding the drone is now in place. The Operations Manual and Operating Safety Case to make use of the emergency services exemptions are complete. Flight training is on-going with the new pilots and nearly complete, they will then need to be passed out by our assessor.

The drone has required some technical updates from the supplier due to issues with other services using the same drone which has caused some delays.

The new registration and certification scheme brought in by the CAA has also been completed.

We are still waiting for support from IT over a number of issues but this is being followed up on. It's expected that the drone will be fully operational and able to respond to incidents within weeks.

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>The On Call Programme team is now well established within Cheshire since it was introduced in early 2019. Across a number of departments, Officers and Fire staff are working closely together to make the necessary improvements to the On Call part of the Service.</p> <p>The #needmore hashtag on social media posts, brightly coloured banners and vehicle wraps are just some of the methods our Recruitment team utilise to generate conversation, interest and enquiries. A national website provides data analytics and allows us to understand how and where we target our recruitment campaigns. We are using innovation such as Facebook to precision target who and where our most likely recruits will come from.</p> <p>Work to improve our retention of On Call firefighters is also well underway. The team are exploring reward and recognition options for our firefighters as well as the primary employers who allow many to respond to emergencies whilst in their main work.</p>			

The On Call Project Team (OCPT) have produced recommendations for improvement to the On Call system including payments for the completion of development folders, rewarding improvement in availability and reward and recognition of employees and employers. The On Call pass out dinner preparations are well under way which is scheduled for the 27th February 2020.

Representation at the On Call practitioners group was made by officers from CFRS which will be contributing to national solutions on the On Call system. Specific areas of work are linked to Learning and development.

One of the most successful elements of the On Call Programme Team is the pilot of the On Call Support Crew Managers that are having a consistent increasing affect on daytime availability of 15%.

A notable improvement in the quarter 3 performance has seen an overall availability increase in 4% from quarter2 and improvement in availability of 14 from 21 On Call stations.

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>Seven blocks are now completed. Churchill Mansions had three occupiers refusing the sprinkler installation but it is understood that this number has now reduced to two. Efforts are still being made by Halton Housing Trust (HHT) to overcome this. Plans are in progress to transfer the part funding to HHT. The part funding has been paid for Joseph Groome Towers and publicity is being arranged to celebrate this achievement but was delayed by the election. 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> <p>The aim of this project was to achieve 4 blocks retro fitted with sprinkler installations (one per unitary). To date there have been 7.</p> <p>Discussions will now take place about closing this project and using project 1549 to manage the remaining installations.</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)		
				
<p>The Chester (Sanctuary Housing) sprinkler installations, including 9 high rise blocks are now underway and should be complete by the end of 2020.</p> <p>Guinness Partnership (Waverley Court Crewe) have confirmed that work should begin on their installation works to fit sprinklers in January 2020.</p> <p>Efforts are still being made with the remaining 3 building owners who have so far not opted to fit sprinklers. 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>				
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 in order to refine proposals.		
Programme Update				
<p>So far there have been limited tangible outcomes from the Hackitt Review or Phase 1 of the Grenfell Tower Inquiry that the service has had to adapt to, or that have resulted in significant change to the structure or processes of the Protection Department. Whilst the outcomes are generating a lot of work and actions which are being delivered, it has not required a major change to the way the department operates so far.</p> <p>As a consequence, the department review was conducted with the potential for future changes and outcomes in mind and a number of options were proposed to improve the department. The condensed review report and full suite of recommendations were submitted to the ACFO and following consideration of the recommendations and proposals within the review documentation, meetings took place to analyse them. Alternative options have been discussed and additional work is taking place to refine the proposals and look at alternative structures prior to revised recommendations being submitted.</p>				

RISK MANAGEMENT

CPS Ref	Risk Detail	Risk Owner	Risk Score	Progress Update – Mitigation / Progress
	No red/high project risks to report.			