

## Performance and Programme Board – Programme Health Report

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

|                         |             |                                 |           |                                       |
|-------------------------|-------------|---------------------------------|-----------|---------------------------------------|
| <b>Reporting Period</b> | <b>FROM</b> | <b>1<sup>st</sup> July 2020</b> | <b>TO</b> | <b>30<sup>th</sup> September 2020</b> |
|-------------------------|-------------|---------------------------------|-----------|---------------------------------------|

### ACTION OR DECISION REQUIRED BY PROGRAMME BOARD

#### For Information

The following new project PIDs have been scrutinised by SMT have been approved by the relevant ACFO. Quarterly updates for each have been included in this Health Report.

- Relocate the second fire engine at Ellesmere Port Fire Station to Powey Lane
- Wilmslow Fire Station transition to Day Crewing
- Review of CFRS flood/water response provision
- Review of the Risk Based Inspection Programme (RBIP)
- Purchase a water carrier
- Procure and implement cold cut lance capability
- Purchase of a high reach fire engine
- Expansion of rapid response rescue units
- Develop a new wildfire capability

|   |   |  |                          |  |
|---|---|--|--------------------------|--|
| <b>1561</b>   |   | <b>WHOLE SERVICE REVIEW</b>                                  |                          |  |
| <b>PROGRAMME SPONSOR</b>  |   | <b>Chief Fire Officer and Chief Executive</b>                | <b>PROGRAMME MANAGER</b> | <b>Assistant Chief Fire Officer, Operational Assurance and Service Improvement</b> |
| <b>Previous status</b>  | <b>Current status</b>   | <b><u>Explanation</u><br/>(where status is red or amber)</b> |                          |  |
|                             |  |  |                          |  |
| <b>Programme Update</b>   |   |  |                          |  |
| The Whole Service Review Closure Report was approved at Performance and Programme Board on 9th November 2020. |   |  |                          |  |

|   |   |   |                 |                                    |
|---|---|---|-----------------|------------------------------------|
| 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><br>(where status is red or amber)                        |                 |                                    |
|                                   |  |   |                 |                                    |
| <b>Project Update</b>   |   |   |                 |                                    |
| The Priority Based Budgeting Closure Report was approved at Performance and Programme Board on 9th November 2020. |   |   |                 |                                    |

### Governance and Commissioning

|  |   |  |  |  |
|--|---|--|--|--|
| 1226   |   | BLUE LIGHT COLLABORATION PROGRAMME                   |  |  |
| PROGRAMME MANAGER  |   | Head of Strategic Change                             |  |  |
| Previous status  | Current status  | <u>Explanation</u><br>(where status is red or amber) |  |  |
|    |  |  |  |  |
| <b>Programme Update</b>  |   |  |  |  |
| <p>The original programme involving fire and police has essentially been delivered. There is, however, documentation that needs to be completed before it can be closed down. Firstly, an underlease for the office suite that is occupied by fire staff in Clemonds Hey. Secondly, a version of the collaboration agreement which frames the ongoing relationship of fire and police. These documents are long overdue: the first due to significant delays associated with the ownership of the building and permissions that are required; the second due to capacity and some areas of the agreement that need to be finalised.</p> <p>Fire and police continue to work together on estates-related opportunities. The joint use of a further fire station commenced recently, with police taking up occupation at the recently modernised Birchwood Fire Station. A project to create an emergency services facility in Wilmslow (fire, police and ambulance) has entered the feasibility stage recently.</p> |   |  |  |  |

| 1544   |   | REPLACEMENT OF CHESTER FIRE STATION                  |                 |   |
|--|---|--|-----------------|---|
| PROJECT SPONSOR  |   | Director of Governance and Commissioning             | PROJECT MANAGER | Group Manager Cheshire West and Chester |
| Previous status  | Current status  | <u>Explanation</u><br>(where status is red or amber) |                 |   |
|    |  |  |                 |   |
| <b>Project Update</b>  |   |  |                 |   |
| <p>The Covid-19 mitigation measures put in place by the contractor teams, along with strategic alterations to the works programme, has allowed construction teams to make significant progress on Chester's new community fire station despite the pandemic.</p> <p>This has meant that the 2-3 weeks slippage incurred due to Covid-19 and inclement weather have been caught up, with the original completion date of January 4th 2021 now back in place.</p> <p>External brickwork on the building is almost complete, which includes design features that are in keeping with the feel of the city. The scaffolding surrounding the building has now gone and windows are going in to make the building water tight.</p> <p>On the ground floor, almost all internal walls are in place allowing a real feel of the layout of the building. The mechanical and electrical first fix is progressing well.</p> <p>On the first floor, all internal walls are in place with plastering progressing well and even paint going on some walls. The rooms are really taking shape with the different areas identifiable.</p> <p>The new drill tower is in place and the training building is almost complete, offering teams a realistic and challenging environment in which to hone their skills.</p> <p>The external yard is taking shape with the next key stage being an attenuation tank that will be installed at the front of the appliance bay to deal with any excess water caused by floods or storms.</p> <p>The current rise in Covid-19 cases is being monitored closely with the preventative measures in place being strictly adhered to. This still remains a very real risk, particularly as the work begins to predominantly move inside the building.</p> <p>The finalised dates agreed for the programme are as follows:</p> <ul style="list-style-type: none"> <li>- Communications Room to be handed over 16<sup>th</sup> November 2020.</li> <li>- Full Handover of the station will begin the week commencing the 4<sup>th</sup> January 2021, with full access to the building from 11<sup>th</sup> January 2021.</li> <li>- Piranha's audio visual equipment will be installed by the 11<sup>th</sup> January 2021.</li> <li>- Fire appliances move out of the temporary station on 20th January 2021.</li> </ul> <p><u>Update:</u> Since the above narrative was produced the second lockdown has commenced. It appears that, like during the first lockdown, there have been some initial reductions in construction workers attending the site. It is hoped that this</p> |   |  |                 |   |

will be a blip, like last time and that activities will quickly get back to the levels they were at a few weeks ago. The risk of Covid-19 delaying completion and potentially pushing back the handover to later in January is heightened as things stand.

| 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><br>(where status is red or amber)   |                 |  |
|   |                | The status has not been completed as the project needs new milestones to be agreed before it can be tracked on the Cheshire Planning System. |                 |  |
| Project Update  |                |  |                 |  |
| <p>The feasibility work for the new fire station in Crewe has taken much longer than originally anticipated; this is due to two issues that have challenged our advisers:</p> <ul style="list-style-type: none"> <li>• Firstly, the cost of the temporary fire station was felt to be prohibitively high. This required a number of options to be considered which would either remove the need for a temporary fire station altogether, or see it created off-site at a much reduced cost.</li> <li>• Secondly, the bungalow that is on the current site is relatively new and there was real concern about the prospect of knocking this down when it appears to have many usable years left. This has led to various options being considered and costed which allow a comparison of retention or demolition. These options also provide insight into the environmental cost of the different approaches.</li> </ul> <p>The feasibility work is now ready to be presented to officers and Members and this is due to take place in October and early November. At that point it will be clear whether further funding needs to be set aside for the project, which is a decision for the Fire Authority to make in the first half of December. The project should commence 'properly' in the New Year.</p> <p><u>Update:</u> Since the above narrative was produced, Members of the Estates and Property Committee have considered the options and confirmed their preferred approach. The intention is to create a temporary fire station off-site and to retain the bungalow. The estimated budget is almost £7m, so the Committee is recommending that the Fire Authority allocate a further £2m (on top of the current £5m capital allocation) to allow the project to proceed. A letter has also been received from HS2 Limited which suggests that the fire station site might be impacted by HS2. Officers are attempting to establish precisely what implications HS2 will have on the site.</p> |                |  |                 |  |

| 1557  |   | STATION MODERNISATION PROGRAMME                      |                   |  |
|---|---|--|-------------------|--|
| PROGRAMME SPONSOR   |   | Director of Governance and Commissioning             | PROGRAMME MANAGER | Group Manager Governance and Commissioning |
| Previous status   | Current status  | <u>Explanation</u><br>(where status is red or amber) |                   |  |
|   |  |  |                   |  |
| <b>Programme Update</b>   |   |  |                   |  |
| <p>Cheshire Fire and Rescue Service have received the contractor's proposal documentation from Wates construction for year 2 of the station modernisation programme. The proposal and costings are based on draft plans completed by the design architect.</p> <p>A Fire Authority Estates committee meeting has been arranged for the end of October where costs and options will be presented and discussed before a final decision is made upon the proposal from Wates Construction.</p> <p><u>Update:</u> The Estates and Property Committee decided to go ahead with Year 2 on the basis of proposals presented to the Committee on 6<sup>th</sup> November. It also recommended to the Fire Authority that a further £3m be allocated to the Programme so that Year 3 can proceed. However, the Programme budget will need to significantly increase if the whole Programme is to be successfully delivered. The Fire Authority will need to consider this issue in the context of the overall capital programme and capital strategy.</p> |   |  |                   |  |

| 1575   |   | WILMSLOW FIRE STATION TRANSITION TO DAY CREWING      |                 |   |
|--|---|--|-----------------|---|
| PROJECT SPONSOR  |   | Director of Governance and Commissioning             | PROJECT MANAGER | Project Manager, Governance and Commissioning |
| Previous status  | Current status  | <u>Explanation</u><br>(where status is red or amber) |                 |   |
|    |  |  |                 |   |
| <b>Project Update</b>  |   |  |                 |   |
| <p>The PID was created in August 2020, but it is waiting to be officially signed off.</p> <p>The Executive Board being held on 16<sup>th</sup> October 2020 will discuss the programme of work to ascertain interest in developing a tri-service facility as well as establishing the appetite for the Police and Crime Commissioner to sell its land for development by CFRS.</p> |   |  |                 |   |

Some initial research has been conducted into house availability within 5 minutes' drive of the station and average costs of the available properties. This will provide some useful comparisons against any projected costs of building new Service houses at Wilmslow Fire Station.

Update: An initial meeting of fire, police and ambulance took place recently and the parties are now working together on the feasibility of creating an emergency services facility in Wilmslow and erection of nine service houses. This will free up surplus land and secure a capital receipt. External advisers are being procured to assist with the feasibility work and a target date of the end of March 2021 has been agreed for this activity. Again, a report was considered by the Estates and Property Committee earlier this month. Currently, this project has no capital funding allocated to it. However, as the project is important to fire in order to deliver a key IRMP proposal (day crewing at Wilmslow) fire has offered to cover the cost of the feasibility stage.

## Operational Policy 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<br>(where status is red or amber)  |                   |
|    |  | This project remains amber due to the overall delays within the programme and forecast budget overspend. |                   |
| <b>Programme Update</b>  |   |  |                   |
| <p>The main contractor has included a 10 week delay to the overall programme which will now complete on the 30th October 2020, this is due to Covid-19 issues and mitigation measures installed across the site.</p> <p>Supplies of materials previously impacted by Covid-19 have now been delivered to site and the programme is on schedule.</p> <p>Contractual work to complete the workshops ended on the 17th August on schedule. One outstanding issue regarding floor paint is being worked on and resolved.</p> <p>Work to the remaining areas of the site has continued, albeit with reduced contractor capacity. The civil engineering ground work has now concluded and the final surface finishes are being installed week commencing 12th October 2020.</p> <p>The main ICTS building is complete and being snagged by the clerk of works in preparation for handover.</p> <p>The rural area and fire behaviour training (FBT) area are nearly complete and the FBT containers are programmed for delivery in early October. The petrochemical rig is being commissioned mid-October ready for handover.</p> <p>A programme of training is being compiled to include specialist providers, props and facilities. Relevant staff required to undertake this training will be programmed in during November to ensure the handover and transition back to site is managed.</p> |   |  |                   |

The opening of the New Training Centre is programmed in for June or July 2021, we are currently awaiting approval from the Lord Lieutenancy Office for the site to be opened by HRH Princess Anne. A representative from the Lord Lieutenancy Office has visited the site to discuss Covid-19 mitigation measures and is satisfied that we meet the required standards.

Update: By the date of the meeting the site should have been handed over (w/c 16<sup>th</sup> November). Given the size and complexity of the site and the challenges of Covid-19 (reduced workforce and material shortages) it is testament to the hard work of many that the project is completing by this date. We know that other construction projects have not fared so well. As soon as it is safe to do so a tour of the site will be arranged for Members. In the meantime a virtual tour will be prepared and released in the coming weeks.

| 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><br>(where status is red or amber)  |  |
|   |  | This project remains amber due to slippage within the project, exacerbated by the pandemic. |  |
| Project Update  |   |   |  |
| <p>A new duty system will be trialled for 3-5 months commencing November 2020. This is dependent on the completion and commissioning of the new state of the art training facilities, along with bespoke Covid-19 risk assessments and safe systems of work in place. The trial will initially look at joint working practices, with a more flexible approach to the way in which training is delivered and assessments are conducted to ensure operational competence is maintained. The new facility is designed to better support individual learning styles in both a simulated and practical training environment.</p> <p>The rationale for the review is to bring the Operational and Command Training Groups together to form one team. They currently operate in isolation. The new team will be able to provide a first class flexible training experience to the workforce, with a strong emphasis placed on operational assurance. This will include specially trained staff (subject matter experts) attending off-site training exercises more frequently and supporting, coaching and assessing crews during operational incidents. The benefits of forming the one team (Operational Assurance Team) include increased training delivery capacity, improved resilience, and greater opportunities to support personal development and career progression.</p> <p>Throughout the review, the management team have engaged proactively with the rep bodies to ensure the new structure and revised ways of working fulfil the needs of the Service, but also the needs of the staff.</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><br>(where status is red or amber)                            |                 |  |
|   |  | The project remains on amber due to the overall slippage of planned milestones. |                 |  |
| Project Update  |   |   |                 |  |
| <p>The drone has been deployed three times to operational incidents and successfully put to use at two of them.</p> <ul style="list-style-type: none"> <li>The first incident was located on the Manchester Ship Canal as part of a horse rescue. The drone provided an improved situational awareness for the Incident Commander (IC) and located the horse in the canal whilst providing an overview for the rescue.</li> <li>The second incident was on the River Dee looking for a person suspected of falling from a canoe. The drone worked in conjunction with the Cheshire Police drone to search a large part of the Dee helping the IC to confirm no persons were involved.</li> </ul> <p>The sign-off for the remaining 6 pilots is ongoing. We are in contact with a member of Lancashire FRS in relation to them to attending Sadler Road training site in November, to complete the assessments for 3 of the 6 pilots with the others to follow. In house training continues in the meantime, and the project is approaching closedown.</p> |   |   |                 |  |

| 1585  |   | PROCURE AND IMPLEMENT COLD CUT LANCE CAPABILITY      |                 |  |
|---|---|--|-----------------|--|
| PROJECT SPONSOR   |   | Head of Operational Policy and Assurance             | PROJECT MANAGER | Group Manager Operational Policy and Assurance |
| Previous status   | Current status  | <u>Explanation</u><br>(where status is red or amber) |                 |  |
|   |  |  |                 |  |
| Project Update  |   |  |                 |  |
| <p>Three ultra-high pressure system manufacturers have been contacted to date. Two suppliers have given quotes for an appliance mounted and skid mounted unit. The third supplier will be attending Winsford on the 20<sup>th</sup> October to demonstrate their product.</p> <p>A supplier for lances that attach to a normal hose reel has already given a product demonstration to crew members from Winsford and has left 2 lances for trial. The Station Manager is intending to place these on trial at Chester and Crewe for the crews to evaluate in relation to their use on car fires, attic spaces, cavity walls, timber framed buildings.</p> |   |  |                 |  |

A working group has been created and has already visited Greater Manchester Fire and Rescue Service (GMFRS) to discuss their experience with their existing 76 cold cut lance units. The Tyne and Wear service is also being contacted for their evaluation as another large user of the same units used by GMFRS.

| 1586   |   | PURCHASE A WATER CARRIER                             |                 |  |
|--|---|--|-----------------|--|
| PROJECT SPONSOR  |   | Head of Operational Policy and Assurance             | PROJECT MANAGER | Group Manager Operational Policy and Assurance |
| Previous status  | Current status  | <u>Explanation</u><br>(where status is red or amber) |                 |  |
|    |  |  |                 |  |
| <b>Project Update</b>  |   |  |                 |  |
| <p>The project is researching market options. There is a new water carrier to the UK market; the only one in existence at present is in Warwickshire FRS. Contact has been made with Warwickshire's fleet manager to discuss its suitability to the role and a visit is taking place on Thursday 29<sup>th</sup> October to see their stowage arrangements and mobilisation procedures. The Station Manager has met with an Angloco representative who now produce the demountable carrier. A quote has since been given which meets the tender process requirements and we have been quoted an 8 week delivery time.</p> <p>Quotes for adjusting an existing Incident Response Unit (IRU) into a hook lift chassis have been sourced from another supplier. Procurement have been asked search for at least 2 other providers to also submit quotes. If the budget will stretch to converting both existing IRUs that would improve hook-lift capacity within the Service greatly.</p> <p>Work with Fire Protection has seen the viewing of the Local Authority planning application portals reinforced by both Fire Protection and our hydrant technicians. This has already allowed the Service to have early intervention with planned development.</p> <p>A working party has been established consisting of a High Volume Pump Tactical Adviser, the Fleet Manager and members of the Operation and Policy Assurance. Invitations have been extended to personal from Ellesmere Port and Powey Lane Fire Station to join in with demonstration visits and discussion forums have also been set up.</p> <p>Our Service Level Agreement with United Utilities (UU) has been discussed with them, and work is now underway to establish a Memorandum Of Understanding (MOU) between the NW Fire and Rescue Services for access to UU's tanker fleet based upon a pre-existing MOU that Lancashire FRS have in place.</p> <p>Contact with Lancashire and Merseyside on their current water carrier projects is being made to establish their future capability and location of assets with the view of harmonising couplings utilised and to explore a mobilising methodology.</p> |   |  |                 |  |

| 1587   |   | PURCHASE OF A HIGH REACH FIRE ENGINE                 |                 |  |
|--|---|--|-----------------|--|
| PROJECT SPONSOR  |   | Head of Operational Policy and Assurance             | PROJECT MANAGER | Group Manager Operational Policy and Assurance |
| Previous status  | Current status  | <u>Explanation</u><br>(where status is red or amber) |                 |  |
|    |  |  |                 |  |
| <b>Project Update</b>  |   |  |                 |  |
| <p>A working group has been created consisting of the Fleet Manager, Operation and Policy Assurance (OPA), plus representatives from Macclesfield and Lymm stations. The group will visit Greater Manchester FRS and Lancashire FRS to meet with the operational crews to discuss their experiences with the appliances they have. Arrangements had been made for the visits in late September but both have been postponed as these services were placed in extra Covid-19 restrictions.</p> <p>A request has been made to borrow a Scorpion appliance for CFRS to evaluate for a period of a month. This request is being reviewed by the manufacturers.</p> |   |  |                 |  |

## Service Delivery

| 1556  |   | ON-CALL PROGRAMME                                    |                   |   |
|---|---|--|-------------------|---|
| PROGRAMME SPONSOR   |   | Head of Service Delivery                             | PROGRAMME MANAGER | Group Manager Cheshire West and Chester |
| Previous status   | Current status  | <u>Explanation</u><br>(where status is red or amber) |                   |   |
|   |  |  |                   |   |
| <b>Programme Update</b>   |   |  |                   |   |
| <p>The changing Covid-19 picture significantly influenced quarter two's performance. The implementation of bespoke Q1 Covid-19 measures transitioned to a return to restricted numbers On-Call drill nights; however the 'Protective Pay', although reviewed, remains in place. The return to primary employment for most On-Call staff and the lifting of furlough arrangements has impacted the high levels of availability seen during lockdown but has maintained the upward levels seen pre-Covid at 68%. In order to identify the impact of furlough on primary employment our On-Call staff are completing a short survey.</p> <p>Recruitment was restarted with Covid secure measures in place across all engagements including applicant first contact with the stations, practical assessments and socially distanced and virtual interviews. Service medicals recommenced, however several applicants are seeing NHS delays where reference to individual's GP records are required. The lockdown period and 'working from home' has generated an upturn in interest in the role of an On-Call Firefighter and</p> |   |  |                   |   |

the team both nationally through the National Fire Chiefs Council and locally are looking at ways to prosper from individual changes whilst taking caution that this may only be a temporary circumstance for most. Supporting documents have been produced in the form of an Applicant and Employers Pack alongside plaques and certificates that will be awarded to supportive employers in recognition of their commitment and support towards our On-Call Firefighters.

The On-Call Support Crew Managers (OCSCM) have continued to perform well with results of a review currently being collated. Initial estimates, despite the impact of Covid-19, reflect an overall annual availability figure of 13.38% (14.41% FTE) for the OCSCM pilot with 5395 hrs (5825 hrs FTE) of additional availability. OCSCMs attended a total of 242 incidents in the period 22/04/2019 – 23/03/2020.

In their first year the OCSCMs have provided training, gained qualifications and supported Firefighters in their assessments. A breakdown of this has been listed below:

- 51 On-Call Firefighters (OCFF) have been provided with training
- 1,166 hours of training have been delivered
- 25 OCFF achieved Cert 2 Ride
- 2 OCFF have achieved competency in Units FF3,4 & 5
- 2 Firefighters have been supported to complete their Incident Command Assessment

| 1576  |   | RELOCATE THE SECOND FIRE ENGINE AT ELLESMERE PORT FIRE STATION TO POWEY LANE |                 |  |
|---|---|--|-----------------|--|
| PROJECT SPONSOR   |   | Head of Service Delivery   | PROJECT MANAGER | Station Manager - Chester and Ellesmere Port Community Fire Stations |
| Previous status   | Current status  | <u>Explanation</u><br>(where status is red or amber)                         |                 |  |
|   |  |  |                 |  |
| <b>Project Update</b>   |   |  |                 |  |
| <p>In conjunction with the working group the CWAC specials review has now been completed and the findings have been presented to the representative bodies and SMT for further discussion. The proposals made were to have the affected stations become specialist skill stations, namely:</p> <p>Powey Lane Fire station to have a water specialism with;</p> <ul style="list-style-type: none"> <li>1 x Fire Engine</li> <li>1 x High Volume Pump and Hose Carrier</li> <li>1 x Water Rescue Unit (boat)</li> </ul> <p>Ellesmere Port Fire station to have a hazardous material incidents specialism with;</p> <ul style="list-style-type: none"> <li>1 x Fire Engine</li> <li>1 x Hazardous Material and Environmental Protection Unit</li> <li>1 x Foam Unit (to remain at Powey Lane pending the wider specials review)</li> <li>1 x Water Carrier</li> </ul> <p>Chester Fire Station to have an aerial ladder specialism with;</p> <ul style="list-style-type: none"> <li>2 x Fire Engines</li> </ul> |   |  |                 |  |

1 x Aerial Ladder Platform

The preferencing form for staff relocation has been developed, considered by the representative bodies and distributed to affected staff for completion with a closing date of 09:00 on the 12<sup>th</sup> October. Station Managers are engaging with staff to answer any questions and queries and to aid the completion of the forms.

| 1578   |   | EXPANSION OF RAPID RESPONSE RESCUE UNITS      |                 |                                    |
|--|---|---|-----------------|------------------------------------|
| PROJECT SPONSOR  |   | Head of Service Delivery                      | PROJECT MANAGER | Organisational Performance Manager |
| Previous status  | Current status  | Explanation<br>(where status is red or amber) |                 |                                    |
|    |  |   |                 |                                    |
| <b>Project Update</b>  |   |   |                 |                                    |
| <p>Project team has commenced monthly meetings with a rolling action log attached to the PID. The Fire Brigades Union and Fire and Rescue Service Association representatives are on the project group. IRMP consultation feedback has been shared across the group to ensure it is captured within the project as it develops.</p> <p>An on-call working group has been established with a representative from each of the 13 primary on-call stations and on-call support officers. To date it has met twice and will be meeting monthly throughout the project. The tailoring of Rapid Response Rescue Units (RRRU) to local risk, reviewing on on-call impact assessment and agreeing the inventory has been the primary focus of these initial meetings.</p> <p>Vehicle specifications can now be further developed as inventory has been agreed.</p> <p>The Project Manager has established a further working group with the Project Managers from the other IRMP projects that have dependencies with the RRRU project. This group meet monthly outside of the full project group and the on-call working group to ensure that the projects are connected and dependencies managed throughout.</p> <p>The estate plan for housing the RRRU for each station has been developed with the station refurbishment programme team. This has been shared with the director leading this team for inclusion in the refurbishment programme.</p> <p>Next steps for the project are to present the vehicle options to the project team and on-call working group whilst developing the roll-out plan and training requirements. This is to be presented to SMT in December for sign-off.</p> |   |   |                 |                                    |

| 1582   |   | REVIEW OF FLOOD/WATER RESPONSE PROVISION             |                 |                               |
|--|---|--|-----------------|-------------------------------|
| PROJECT SPONSOR  |   | Head of Service Delivery                             | PROJECT MANAGER | Group Manager - Cheshire East |
| Previous status  | Current status  | <u>Explanation</u><br>(where status is red or amber) |                 |                               |
|    |  |  |                 |                               |
| <b>Project Update</b>  |   |  |                 |                               |
| <p>The initial focus group of existing water rescue specialists is being formed to identify any issues that may be raised, such as exploring PPE, training, etc. Business Intelligence have appointed a member of their team to act as single point of contact, to research incident data to form part of the review including types and location of incidents, average attendance times etc.</p> <p>A gap analysis of the DEFRA flood rescue concept of operations is underway, to be completed by 20<sup>th</sup> October.</p> |   |  |                 |                               |

| 1588  |   | DEVELOP A NEW WILDFIRE CAPABILITY                    |                 |   |
|---|---|--|-----------------|---|
| PROJECT SPONSOR   |   | Head of Service Delivery                             | PROJECT MANAGER | Station Manager - Macclesfield and Wilmslow |
| Previous status   | Current status  | <u>Explanation</u><br>(where status is red or amber) |                 |   |
|   |  |  |                 |   |
| <b>Project Update</b>   |   |  |                 |   |
| <p>An initial meeting has been held with the key stakeholders where proposals and work streams were discussed and a Project Review Team was created.</p> <p>Meetings have also been held between the project lead and operational crews at Poynton and Macclesfield to discuss the proposal in further detail and how it can be progressed. Both crews were allocated tasks to provide further information for requirements on the all-terrain vehicle, wildfire equipment and PPE.</p> <p>Poynton personnel have since provided information which included the specifications, dimensions and weight of the all-terrain vehicle to the project lead. This has been shared with the Driving School and Fleet Management for review and consideration. It was been identified that the weight to be towed will require additional entitlements on a drivers licence of B &amp; E.</p> <p>The 5 other FRSs who are members of the Peak District Fire Operations Group (FOG) have been contacted and several invitations have been received to visit and view the moorland wildfire equipment and PPE in person. Macclesfield personnel are now in the process of completing the following tasks:</p> <ol style="list-style-type: none"> <li>1. To review potential visit to Buxton Fire Station to view wildfire PPE and equipment, in light of Covid principles.</li> <li>2. To collate the equipment and PPE used by the Fire Services in the Peak District FOG group onto a document.</li> <li>3. Project lead to meet with R&amp;D Manager, OPA to discuss proposed moorland firefighting equipment.</li> </ol> |   |  |                 |   |

## Protection and Organisational 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><br>(where status is red or amber)                        |                 |  |   |
|    |  |   |                 |  |   |
| <p>The funding agreement with Halton Housing Trust for Churchill Mansions has been signed-off and the funding has been transferred. Work is still ongoing with Onward Housing Trust regarding the agreement for the 3 Handforth installations. One block (Stanley Grange) is not yet complete, and at the start of September there were 10 residents refusing sprinklers in their flats. The service distributed letters to these flats and has offered to engage with them. Work restarted in September on the installation at this block following a Covid-19 delay. This will be the third and final funding package delivered as part of this project.</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><br>(where status is red or amber)                        |                 |  |   |
|    |  |   |                 |  |   |
| <p>The 9 installations in Cheshire West (Sanctuary) are progressing in accordance with the project plan with some buildings now complete. The Waverley Court installation is nearly complete although 4 flats remain without sprinklers due to resident refusal. The funding agreement is being drafted and completion and commissioning documentation is being provided. The project outlook at present is that 17 of 21 high rise residential blocks in Cheshire will be fitted with 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  | Explanation<br>(where status is red or amber)                               |                 |  |   |
|    |  | This project is amber as it has slipped from the original timescales.       |                 |  |   |
| Project Update   |   |   |                 |  |   |
| <p>A temporary Station Manager has been appointed to undertake the Building Risk Review assurance project to feed directly back to Ministry of Housing Communities and Local Government. This work has already started and has a December 2021 deadline. The proposed structure has been agreed with the relevant Assistant Chief Officer and has been submitted to SMT for approval. Approval has since been obtained, and consultation will now take place with staff and representative bodies with a view to implementing in the first half of 2021.</p> |   |   |                 |  |   |

| 1577   |   | REVIEW OF THE RISK BASED INSPECTION PROGRAMME (RBIP) |                 |  |                    |
|--|---|--|-----------------|--|--------------------|
| PROJECT SPONSOR  |   | Head of Protection and Organisational Performance    | PROJECT MANAGER |  | Protection Manager |
| Previous status  | Current status  | Explanation<br>(where status is red or amber)        |                 |  |                    |
|    |  |  |                 |  |                    |
| Project Update   |   |  |                 |  |                    |
| <p>A review of North West Fire &amp; Rescue Services, Risk Based Inspection Programmes (RBIP) has taken place and a small working group has been set up with additional meetings with managers in Protection. The Business Intelligence team are obtaining a list of all non-domestic premises by utilising Address Base and are also producing data on non-domestic premises fires for the last five years. A meeting to discuss the development of SAFFIRE to accommodate the changes necessary for the RBIP has highlighted that IT programming work to meet initial expectations would be considerable and unlikely to meet the implementation date of 1st April 2021. An alternative approach has been agreed that will see much of the data and prioritisation of premises at risk developed outside of SAFFIRE. All key tasks have been met so far.</p> |   |  |                 |  |                    |

## Prevention

| ROAD SAFETY STRATEGIC PLAN CHESHIRE   |   |  |                 |   |
|---|---|--|-----------------|---|
| PROJECT SPONSOR   |   | Assistant Chief Fire Officer - Service Delivery & Prevention | PROJECT MANAGER | Head of Prevention and Station Manager -Deliberate Fire Reduction and Road Safety |
| Previous status   | Current status  | <u>Explanation</u><br>(where status is red or amber)         |                 |   |
|   |  |  |                 |   |
| Project Update  |   |  |                 |   |
| <p>Assistant Chief Fire Officer O'Rourke, Assistant Chief Constable Sims, Superintendent Jo Marshall-Bell and Station Manager Andy Gray have had an initial meeting to discuss the proposals to move the Strategic Road Safety plan forwards via an amendment to how the Cheshire Road Safety Group (CRSG) operates via its financing and structure.</p> <p>This proposal has been discussed at the most recent CRSG meeting and an independent review financed by CRSG is now to take place regarding the group, its model, structure and outputs. The Covid-19 issue regarding a vast drop in income from speed awareness courses continues.</p> <p>The project is awaiting the results of this review to then move forwards as soon as possible.</p> |   |  |                 |   |

| RISK MANAGEMENT  |             |            |            |   |
|--|-------------|------------|------------|---|
| CPS Ref  | Risk Detail | Risk Owner | Risk Score | Progress Update – Mitigation / Progress |
|  |             |            |            |   |
| <p>No red risks are reported at this time. All project managers have assessed the risk of Covid-19 and put measures in place where possible; these will continue to be monitored closely. At this point no significant project delays due to the pandemic are forecast. However, there are a number of new projects involving procurement of vehicles and equipment etc. where supplier delays may be outside the control of the project.</p> <p>Portfolio Office will be reviewing project risks with all project managers during Q3.</p> |             |            |            |   |