

Performance and Programme Board – Programme Health Report

All data supplied in the report has been populated directly from the Cheshire Planning System on 4 October 2017, any changes after this date will not be reflected.

Reporting Period	FROM	1 st July 2017	TO	30 th September 2017
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PROJECT PROGRESS SUMMARIES, RAG STATUS AND IMPACT MITIGATION

1226	BLUE LIGHT COLLABORATION PROGRAMME
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PROGRAMME MANAGER	Head of Strategic Change		
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Previous status	Current status	Mitigating steps (where status is red or amber)
		Status changed from Amber to Green as a temporary licence has been agreed to allow initial occupation of the Fire Leadership Team Suite.

Programme Update

Legal and Contracts

- A temporary licence has been agreed to allow initial occupation of the Fire Chief Officer Suite at Police HQ (Clemonds Hey)
- The draft underlease has been agreed by Police and Fire. The underlease and deed of variation have been sent to the Private Finance Initiative (PFI) provider for consideration and approval by PFI provider and their funders.
- Revisions to the MFSS collaboration agreement are currently being negotiated with Northants and Nottinghamshire.
- Discussions are ongoing over the content of the End State Collaboration Agreement and work is ongoing to resolve outstanding issues.
- Continuing review of IT service level agreement and estates service monitoring arrangements.

Joint Corporate Services

- Cheshire Fire and Rescue Service Leadership Team, Governance and Commissioning Team, HR, Finance and Legal have now moved to Police HQ (Clemonds Hey)
- Planning and Performance and Corporate Communications transferred on 1st October. Legal due to transfer on 1st November - delayed due to issue with a waiver from the Solicitors Regulation Authority.
- Stores, Procurement, Finance and HR due to Transfer in line with Multi Force Shared Service (MFSS) Fusion go live on 1st April 2018.

People

- Planning and Performance and Corporate Communications Consultation (Joint Structures) - UNISON consultation closed on 20th July 2017. One significant change to proposed structures. Sign off approval given on 10th August 2017. Outcome of consultation confirmed to staff.
- TUPE Consultation on Measures relating to Planning and Performance / Corporate Communications / Legal - UNISON consultation opened on 2nd August 2017. Measures shared and discussed with UNISON. UNISON happy to close consultation on 31st August 2017 as all matters resolved.

- Preparation of TUPE due diligence information in format requested by MFSS ready for TUPE transfers on 1st October 2017.
- Move to Clemonds Hey for Cheshire Fire and Rescue Service Leadership Team, Governance and Commissioning Team, HR, Finance and Legal – Letters produced for staff who won't be part of the TUPE transfer, confirming move and implications. Co-location Agreements produced and signed. Clemonds Hey induction and building passes arranged.

Estates and Facilities

- Temporary license agreed and signed for Fire Leadership Team occupation on 7th September. Deed progressing in the background.
- Reception work - tentative October start date. Funders have approved the work.
- Car park - tentative January start date. The specification is under discussion. Costs yet to be agreed and funder's approval will be required.
- Tea points – tentative December start date. Specification to be finalised. On hold pending funders approval.
- Conference rooms 7 and 8 modifications – tentative November/December start date. Specification under discussion. Approval by funders will then be required.
- Stores move - Tentative January completion date. Awaiting confirmation of specification, decision re tender issue / response dates, approval by funders and construction start / completion date.

All the date above (except Reception) are subject to change. BAM (Building Services Limited) will manage the Cheshire Fire and Rescue Service Distribution and Logistics / Stores transfer as a priority.

Communications and Stakeholder Engagement

- Communication has taken place with all Police and Fire employees updating on departments that have moved over to Clemonds Hey.
- Joint HQ launch event to be planned for next year.
- Fire staff who are remaining at Sadler Road to be invited to visit Clemonds Hey and see their new HQ.

Cheshire Fire and Rescue Service and Cheshire Constabulary onboarding to Multi Force Shared Service

- Negotiated renewal of the OPENHR contract (removes a key risk around go live date for CFRS)
- Data Migration Phase 2 to commence – details of requirements are still to be provided
- Process workshops for HR and Finance completed – very successful and well received.
- Reconciliation of data for Data Migration 1 – will be key to understanding any initial data quality issues
- Further development of key requirements documents in advance of the System review/demonstration workshops
- System Demonstrations and further early user system testing commencing – help to ensure requirements are met
- Completion of the initial Payroll testing (6th October)

Information Management

- Active records cleansed and moved - final work ongoing for Legal and Democratic Services.
- Working with Legal to cleanse files in storage.

1490		SADLER ROAD TRAINING CENTRE PROGRAMME		
PROGRAMME SPONSOR		Deputy Chief Fire Officer	PROGRAMME MANAGER	Head of Operational Planning and Assurance
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)		
				
Programme Update				
<p>On the 20th September 2017 the new training centre report was presented to members of the fire authority during a meeting of the CFA. The report included information on all the detailed research work, which has been undertaken by the programme team and the work requirements and associated budget for the new training centre build including the renovation of workshops, new Incident Command Training Suite and the security measures required to make the site as safe as possible.</p> <p>The CFA welcomed the report and fully supported the recommendations to complete the work detailed above, with a total budget of £9m approved. An additional funding allowance for the delivery of training at other locations during the build programme was also approved and will be confirmed as part of the 2018-19 and 2019-20 annual budget process.</p> <p>Since the decision to proceed the programme team have been working on room data sheets for all areas of the build and also continue to research innovative solutions to make the training centre as immersive and realistic as possible. Visits have included a site visit to Northern Ireland Fire and Rescue Service and Pinewood Studios to discuss set design, including lighting and sound.</p>				

1279		EMERGENCY RESPONSE PROGRAMME		
PROGRAMME SPONSOR		Deputy Chief Fire Officer	PROGRAMME MANAGER	Head of Service Delivery
1167	Penketh Fire Station			
Project Sponsor		Head of Service Delivery		
Project Manager		Service Delivery Manager (Halton and Warrington)		
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)		
		Ongoing issues with the optical fibre installation.		
BT is due to visit the site on 12 th October to install the fibre cable.				

1179	Lymm Fire Station	
Project Sponsor		Head of Service Delivery
Project Manager		Service Delivery Manager (Halton and Warrington)
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)
		
<p>The station is now live and everything is going very well. Crews are still focussing on training for all specialist skills as it was recognised that for the first quarter they still need to work to ensure that newly acquired skills are embedded which may impact on targets. Targets are being closely monitored to highlight any issues quickly.</p> <p>Aerial Ladder Platform (ALP) initial and continuation training is now being considered, with a meeting being held to develop this. Additional operators will be trained at Lymm this autumn with an in house instructor course being produced to up-skill ALP operators to instructors in Jan-Feb 2018.</p> <p>There is still some outstanding work to be completed by contractors, however, these appear minor issues. Total Storage have now attended the site to reconfigure the kit room to better serve the crews. Additional storage has been provided in the Tech Rescue area for the training kit also. Crews continue to highlight ways to improve the facilities and these ideas are being considered, set against the cost.</p> <p>The Fibre Broadband connection was completed on Friday 15th September by Updata who attended the station. The connection has been tested with no problems found and the job has now been deemed as complete and closed.</p>		

1178	Safety Centre	
Project Sponsor		Head of Prevention
Project Manager		Safety Centre Manager
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)
		
<p>Closedown report approved at Performance and Programme Board on 23rd October 17.</p>		

1180	Powey Lane	
Project Sponsor		Head of Service Delivery
Project Manager		Service Delivery Manager (Cheshire West and Chester)
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)
		
Closedown report to be submitted to the next Performance and Programme Board.		

1176	Knutsford	
Project Sponsor		Head of Service Delivery
Project Manager		Service Delivery Manager (Cheshire East)
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)
		
<p>Completed one full quarter since transition from Wholetime to On call. Staffing is currently 1 x Watch Manager (Pilot) 3 x Crew Manager (1 x temp) and 11 Fire Fighters's, 3 who are in development and progressing at different stages through their quarterly assessment programme. To build future resilience the Service is continuing with recruitment locally and as a result there are 3 further on call candidates.</p> <p>During the first full quarter since go live the availability has been disappointing and not as envisaged. There are a number of reasons for this, the main reason was an unprecedented number of staff being off sick since the commencement date of the on call system. The project manager is confident that appliance availability performance will improve significantly as the year progresses.</p>		

1089	Crewe – on call staffing for the 2nd pump	
Project Sponsor	Head of Service Delivery	
Project Manager	Service Delivery Manager (Cheshire East)	
Previous status	Current status	Mitigating steps (where status is red or amber)
	N/A	
<p>Review pending.</p> <p>The On Call project was amended following the recent Fire Authority meeting held on the 14th February 2017. All new recruitment has been suspended but all active fire fighters are continuing with their on-going development course and assessments pending the outcomes of the review.</p> <p>7 Firefighters (Development) 2 Possible transfers from other stations (on hold pending outcome of review) 9 Total</p>		

1092	Ellesmere Port - on call staffing for the 2nd pump	
Project Sponsor	Head of Service Delivery	
Project Manager	Service Delivery Manager (Cheshire West and Chester)	
Previous status	Current status	Mitigating steps (where status is red or amber)
	N/A	
<p>Review pending.</p> <p>The On Call project was amended following the recent Fire Authority meeting held on the 14th February 2017. All new recruitment has been suspended but all active fire fighters are continuing with their on-going development course and assessments pending the outcomes of the review.</p> <p>5 Firefighters (Development) 1 individual programmed to attend the October course pending DBS and a medical (already in process prior to the February decision to suspend recruitment). 1 Watch Manager (wholetime) 1 Crew Manager (wholetime) 8 Total</p>		

1318	Cardiac Arrest Response Project	
Project Sponsor		Deputy Chief Fire Officer
Project Manager		Head of Service Delivery
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)
		The project status is red because the FBU have withdrawn from supporting cardiac arrest response incidents. Therefore it is unlikely that the roll out will be achieved.

The 6 month evaluation report for the period May 2017 to September 2017 has been published following a review by SMT and was presented to Performance and Overview Committee during September 2017. The report was well received by the committee and the recommendations were noted for the future of cardiac response in Cheshire FRS.

Unfortunately the national pay negotiations between the National Joint Council and employees representatives failed to agree a new pay deal during September 2017, which has resulted in the FBU no longer supporting Emergency Medical Response (EMR) in the Fire and Rescue Service. This has resulted in the Service no longer responding to cardiac arrests, including across the 4 pilot stations which were involved in the NJC trial detailed in the report (included in documents on CPS).

The Joint Oversight and Scrutiny Group has therefore not met during the negotiations to discuss the project, though the Service will monitor the national picture closely with an aspiration to reintroduce EMR at the earliest opportunity in accordance with the IRMP proposals for 2018-19.

1534	Nucleus Review (Birchwood, Macclesfield and Wilmslow)	
Project Sponsor		Head of Service Delivery
Project Manager		Service Delivery Manager (Warrington and Halton)
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)
		Possible delays to launch date.

The target date for agreement was 15th August 2017. This was extended to 15th September then 16th October to allow further time for negotiations.

If there is a failure to agree by then the matter will be referred to the Joint Consultative Committee and then if required to Technical Advisory Panel (TAP). This could push the launch back from 1st January 18 to 1st April 18.

1302	Review of On Call Duty System	
Project Sponsor		Deputy Chief Fire Officer
Project Manager		Head of Service Delivery
Previous status	Current status	Mitigating steps (where status is red or amber)
		

This project links to project 1110 (on call recruitment). Officers continue to implement improved working practices and explore new approaches and initiatives.

Recruitment

A Watch Manager has been appointed to facilitate on-call recruitment and initial training courses. The initial course (MOD1) and sessions for the written and practical tests are scheduled monthly - the aim being to provide more and regular opportunities for new candidates.

Rewards / Retention (Increase pay, rewards and job satisfaction thus improving retention)

- Introduced Forced Entry across all stations
- Continue to facilitate on-call staff to work full shifts on whole-time stations and further increase opportunities by including on-call in the new Resilience Register which will be launched in May 17.
- Continue to use 'shadow pump' concept for new on-call teams.
- In addition to further improve pay and link it directly to performance, officers have introduced a new on-call Availability Reward Scheme (OCARS). This scheme provides a financial reward of between £550 and £1000 for staff working at stations that achieve the oncall availability target of 85%.

Management/Supervision

- Appointed an additional on-call Support Officers Station Manager thereby increasing the number of support managers from 2 to 3.
- Introduced a pilot for a new 'Whole-time on-call Watch Manager' role. This new role will oversee Knutsford and Holmes Chapel, providing both managerial capacity and operational daytime cover, thus helping to improve pump availability.
- Delivered regular meeting/conferences for on-call managers so they can interact with senior officers and feedback issues and concerns.
- Continue pilot at a number of stations, which means those stations can employ an extra supervisory manager on a temporary basis.
- Initiated a new pilot as part of the review into the sustainability and suitability of the duty system at Wilmslow. This will include the appointment of two Temporary Wholetime Crew Managers who will provide cover and managerial capacity during the night shifts.

Daytime Cover

- Considering the possibility of using technology to allow the on-call pumps to be available – in certain circumstances - but on a delayed turnout, thus maximising resources.
- Currently developing a partnership with Howdens Joinery to increase day cover at Runcorn.
- Participants from the WM Step Up Programme have developed new ideas and initiatives which will be taken forward with the aim of improving day cover. The team are focusing on pilots at Frodsham and Tarporley.

1110		ON CALL RECRUITMENT PROGRAMME	
PROGRAMME SPONSOR		Head of People and Development	PROGRAMME MANAGER Service Delivery Manager (Cheshire West and Chester)
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)	
		The Programme remains amber until establishment is achieved at all stations.	
Programme Update			
<p>Establishment = 310 (excludes Congleton, Crewe and Ellesmere Port) Headcount = 264 14.84% understaffed.</p> <p>A Watch Manager has officially started his new role as the dedicated On Call training officer. He will be responsible for facilitating the practical tests which will be run out of Powey Lane for the foreseeable future due to the refurbishment of Sadler Road, and also the facilitation of the initial Module 1 course which will run from Stockton Heath or an alternative station if the business need dictates. His role will potentially evolve into him also picking up some of the certificate to ride assessments.</p> <p>The selection process for the short term will include 2 written test dates per month, 2 practical tests per month with a Module 1 course running every month offering a week course or the option for weekend dates. The longer term plan is dependent on the new on line application form and on line tests. This is due to go live in October and will supersede the need for a paper based application form and candidates attending a suitable location to undertake written tests. Ultimately the process will be slicker.</p> <p>The plan for the remainder of the year is to run the programmed course in October and to process any applications that are pending and continue to process these as and when they come in until the on line system goes live. We will conduct further written and practical tests in September and October with a view to running a week's course in early December.</p> <p>In October with the new on line system going live and we will meet to finalise dates for the New Year and then progressively do this on a quarterly basis.</p>			

1241 FIREFIGHTERS APPRENTICESHIP SCHEME COHORT ONE				
PROJECT SPONSOR		Head of People and Development	PROJECT MANAGER	People and Development Leadership Advisor
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)		
				
<p>The Apprentices have all successfully completed Module 3 (RTC and BTACC) and with the exception of one person who was unable to complete Module 2 (BA) due to illness. They are due to start Module 4 (Hazmat) on November 20th. The apprentices in two groups have attended weekend training at Fire Service College. The apprentices are now having weekly fitness sessions with the fitness advisor.</p> <p>All the apprentices have been on their Ranger training and are now regularly assisting in delivering sessions to schools at Safety Central. Feedback has been really positive from both Safety Central staff and from the visitors.</p> <p>Other training attended included a problem solving /project management workshop looking at how to generate more income in readiness for Nepal to meet their £30,000 target. The apprentices have organised many fundraising events including curry nights and a ladder climb at Birchwood. They have many more activities planned for future months. A small number of the cohort presented an update to the Senior Management Team on progress made so far and future plans.</p> <p>In the next month, the Apprentices will be sitting their first IFE exam in Management and Administration and will be attending a two week course run by the Protection team.</p>				

1494 FIREFIGHTERS APPRENTICESHIP SCHEME COHORT TWO				
PROJECT SPONSOR		Head of People and Development	PROJECT MANAGER	People and Development Leadership Advisor
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)		
				
<p>Twelve candidates started on the Prince's Trust programme on 11th September 17. The candidates are of a mixed age group ranging from 18 to 34 and two of the successful candidates are female. They have just completed their residential. They will all receive a bursary/living allowance of £100 per week along with reasonable expenses (with mileage capped at £75 per week).</p>				

1058		SPRINKLER CAMPAIGN		
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER	Head of Protection and Organisational Performance
Previous status	Current status	Mitigating steps (where status is red or amber)		
				
<p>Following the tragic fire at Grenfell CFRS has been proactively engaging and supporting Unitary Authorities and Registered Social Landlord's (RSL) of high rise flats; this has included reassuring residents, reviewing Fire Risk Assessments and conducting fire safety audits.</p> <p>A business case is being developed for consideration of increasing the funding for high-rise RSL's to part fund the installation of sprinklers.</p> <p><u>Cheshire West and Chester</u></p> <p>RSL's in CWAC are taking positive steps towards the installation of sprinklers in all their flats e.g.</p> <ul style="list-style-type: none"> Joseph Groome towers are to fit sprinklers in the remaining flats and require CFRS assistance in resident engagement. Through conversations the Service has heard that Sanctuary are considering fitting sprinklers in high-rises flats across the country. <p><u>Halton</u></p> <p>Halton Housing has agreed to install sprinklers in Churchill Mansions. They have asked for support in marketing and engagement with residents. The association is currently writing the specification and hoping to fit by Christmas.</p>				

1415		SAFE AND WELL PHASE 2 – AFFORDABLE WARMTH		
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER	Safe and Well Policy and Project Manager
Previous status	Current status	Mitigating steps (where status is red or amber)		
				
Project Update				
<p>Energy Project Plus (EPP) have confirmed that they will be the referral pathway for all 4 Cheshire LAs for Affordable Warmth referrals. Working with EPP to put in place a secure email address for CFRS hubs to use to make the referrals. Liaising with Cheshire East who will host the referral address for use by EPP.</p> <p>EPP delivered train the trainer course for 4 of advocates at Chester Fire Station in August. EPP will now provide Cheshire FRS with training slides for our use. OPA still considering training dates and arrangements for the Affordable Warmth training for all operational and advocate staff delivering Safe and Well. Intension is that all staff will be trained</p>				

in Affordable Warmth issues by end of November. We will then add this issue to Safe and Well work from the beginning of December 2018.

1500		SAFE AND WELL PHASE 2 – LONELINESS AND ISOLATION		
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER	Safe and Well Policy and Project Manager
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)		
	N/A			
Project Update				
Project on hold; to be reviewed again later in the year.				

1496		SAFE AND WELL PHASE 2 – HYPERTENSION, BLOOD PRESSURE and ATRIAL FIBRILLATION		
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER	Safe and Well Policy and Project Manager
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)		
		Further work required in relation to Information Governance, liability, the MOU and the Legal Agreement.		
Project Update				
<p>Fire and Rescue Service Task and Finish Group met in June and agreed the terms of reference for the Group. CHAMPS agreed to review the CFRS contact assessment form text to ensure compliance. CHAMPS to consider training needs for CFRS for proposed pilot.</p> <p>Training provider for Blood Pressure (BP) confirmed. First BP pilot training delivered. Training went well and would appear to be suitable and fit for purpose for our staff's needs. The second training session for the pilot is scheduled in October.</p> <p>NHS England Information Governance (IG) have provided feedback on the MoU. Should Cheshire FRS wish to hold health data they we will be required to complete the IG Toolkit or provide evidence that we hold ISO 27001 accreditation for Information Security Standards as per the terms of the Information Sharing Agreement.</p> <p>CFRS Information Manager's view is that CFRS will be retaining health data (in coded form) for the purposes of evaluation, as requested by the NHS. Although we will not be retaining any NHS patient data, we can understand why the NHS may want us to complete the IG toolkit (IGT). We do not, however, have the resources to do this. Additionally, we do not hold ISO 27001 accreditation. Further discussions required with the NHS to determine the way forward.</p> <p>NHS England and CHAMPS are currently considering who should be the responsible body for the MOU for the pilot and legal agreement for the planned wider pan-Cheshire work.</p>				

NHS England IG also have concerns about liability if the householder is incorrectly advised regarding their blood pressure reading and suffers harm as a consequence. They will need to seek further legal advice; initial opinion is that the FRS will remain liable for its own role in the service, i.e. the blood pressure reading and associated advice however will need to test this out.

In relation to ongoing ownership and funding for repairs etc for the BP machines, this will require further discussion.

Atrial Fibrillation

Met with West Cheshire, South Cheshire and Vale Royal Clinical Commissioning Group, to discuss implementation of the work - key consideration is the recording within primary care of people signposted by Cheshire Fire and Rescue Service to make a GP appointment. NHS colleagues are considering how they might record this information.

The NHS Innovation Agency has agreed to fund and provide the ECG stick for the three Clinical Commissioning Group areas. Cheshire Fire and Rescue Service has provided training to crews in the West Cheshire Clinical Commissioning Group area (Chester, Ellesmere Port and Powey Lane). Planning training for crews in the South Cheshire and Vale Royal areas.

1313		EMERGENCY SERVICES MOBILE COMMUNICATION PROGRAMME		
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER	ESMCP Transition Internal Manager
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)		
		Remains amber due to technical issues and still awaiting amended plan.		
Programme Update				
<p>It is understood that two handheld devices will be available on the catalogue early next year and while the choice is limited it may offer the chance to look at a regional collaborative procurement and cross 3ES.</p> <p>The expression of interest for the production of the Vehicle Solution has commenced and this will be a winner takes all process.</p> <p>The Programme are also in the process of tendering for the production of a coverage assurance solution that will be used initially to look at the EE commercial network (as the ESN will sit on top of this) and then the ESN. The tool will be available on a variety of platforms and the Programme will procure around 800 devices. The tool will allow user organisations to commence the assurance work.</p> <p>Work streams that are progressing internally are the training strategy and collaborative coverage assurance strategy with close working with Cheshire Police and Cumbria Police. A full internal stakeholder meeting will take place towards the end of the year for update purposes and to 'set the scene' for activity in 2018.</p>				

1535		COLLABORATIVE DRONE PROJECT		
PROJECT SPONSOR		Head of Operational Planning and Assurance	PROJECT MANAGER	Operational Support – Risk, Research and Development Lead
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)		
N/A				
Programme Update				
Project Initiation Document approved at Performance and Programme Board on 23 rd October 17.				

RISK AND ISSUE MANAGEMENT

CPS Ref	Risk Detail	Risk Owner	Rick Score	Progress Update
ON CALL RECRUITMENT: 1089 CREWE AND 1092 ELLESMERE PORT (Department Risk)				
862	<p>Crewe and Ellesmere Port On Call</p> <p>Risk - Not being able to recruit the 1X Watch Manager, 2 x Crew Manager and 12 Fire Fighters for the On Call pumps at Crewe and Ellesmere Port</p>	<p>Head of Service Delivery</p> <p>Risk Review: Project Delivery Group</p>	<p>20</p> <p>➡</p>	<p>There has been no change in the risk. This is still on hold pending the outcome of the review and Members decision.</p>
ON CALL RECRUITMENT: 1089 CREWE AND 1092 ELLESMERE PORT (Strategic Risk)				
971	<p>IRMP Impact of Crewe/Ellesmere Port On Call Review:</p> <p>The outcome of the review may result in changes that would affect the anticipated £1.3m savings that will be achieved from changing the wholetime pumps at Crewe and Ellesmere Port to on call. This will result in demands on reserves.</p>	<p>Head of Service Delivery</p> <p>Risk Review: Risk Management Board</p>	<p>20</p> <p>➡</p>	<p>Risk reviewed with Head of Service Delivery July 2017. Risk Remains separate from 862 but they are linked. This risk is about not being able to make the IRMP savings projected.</p>
1058: SPRINKLER CAMPAIGN (Programme and Project Risk)				
889	<p>Lack of commitment from housing providers to fit sprinklers:</p> <p>As a result of the austerity measures there is a risk that Registered Social Landlords are unable to commit to the sprinkler system programme.</p>	<p>Head of Protection and Organisational Performance</p> <p>Risk Review: Performance and Programme Board</p>	<p>16</p> <p>➡</p>	<p>Update September 17 - Risk reviewed by HOD - additional control measures added.</p> <p>Business case developed for consideration of increasing the funding for high-rise RSL's to part fund the installation of sprinklers.</p> <p>Halton Housing has agreed to install sprinklers in Churchill Mansions</p>
1226: BLUE LIGHT COLLABORATION PROGRAMME (Strategic Risk)				
943	<p>Managing Resource Capacity through transition of Blue Light Collaboration Programme:</p> <p>As a result of delivering the Blue Light Collaboration Programme there is a risk that CFRS key staff and corporate knowledge may not be retained during transition period.</p>	<p>Director of Governance and Commissioning</p> <p>Risk Review: Risk Management Board</p>	<p>12</p> <p>↓</p>	<p>Following a review with the Director of Governance and Commissioning it was agreed that the overall scoring of this risk has reduced to 12. Work has been done to retain key members of staff where possible throughout transition. As the majority of In Scope staff have now co-located or TUPEd, it was felt that the probability and impact have reduced.</p>
1313: ESMCP - Financial Implications to the Service should the Airwave contract need extending beyond 2020				
970	<p>As a result of slippage/delay in the ESMCP Programme Nationally the Airwave TETRA</p>	<p>ESMCP Internal</p>	<p>15</p> <p>➡</p>	<p>This risk was raised March 2017. An extension of the Airwave contract is now looking inevitable and likelihood of this risk</p>

	<p>network will need to remain operational beyond March 2020.</p> <p>There is a risk that Extending Airwave contracts may need to be extended beyond 2020. Approach to renewal to be agreed.</p>	<p>Transition Manager</p> <p>Risk Review: Risk Management Board</p>		<p>has been increased. Due to the fact that the NW region borders Wales and Scotland mean we will need the Airwave network until full Transition is completed. This is taking the assumption that the current transition schedule is kept with North West first and Scotland/Wales last. This risk should remain high due to the unknown of how the costs will be met but ultimately the network will be required and impact has been reduced.</p>
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