

Performance and Programme Board – Programme Health Report



All data supplied in the report has been populated directly from the Cheshire Planning System on 19 December 2017, any changes after this date will not be reflected.

Reporting Period	FROM	1st October 2017	TO	31st December 2017
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PROJECT PROGRESS SUMMARIES, RAG STATUS AND IMPACT MITIGATION

1226 BLUE LIGHT COLLABORATION PROGRAMME

**PROGRAMME
MANAGER**

Previous status	Current status	Mitigating steps (where status is red or amber)
		Status changed from red to green due to the Programme being re-forecast, including MFSS from April 18 to October 18.

Programme Update

Legal and Contracts

- The deed of variation and underlease is still to be agreed with the PFI provider and funders.
- Further drafting of End State Collaboration Agreement including governance arrangements.
- MIAA are currently producing a report (requested by the Joint Head of Finance) to provide independent input to the design and development of a financial model to support full cost apportionment of costs relevant to 'Joint Corporate Services'.

Joint Corporate Services

- The Legal team transferred on 1st November and everything went as planned.
- Meeting with stores and procurement planned to review the plans for the move in February 2018.

CFRS and CC on boarding to Multi Force Shared Service

- MFSS have been re-planning to ensure there is proper forward vision of the deliverables required and the dates for those deliverables. The CC and CFRS teams have had input in to these plans to ensure they are realistic.
- The current revised go live date has now moved from April 2018 to October 2018.

People



- Stores, Procurement, Finance and HR were due to Transfer in line with the MFSS Fusion go live on 1st April 2018. Given the delays to the go live date this was discussed at the BLC Programme Board on 5th December. It was agreed in principle that the transfer could go ahead subject to consideration of the implications and potential additional costs.
- Issue regarding annual leave and carry over balances for Planning and Performance and Corporate Communications have now been resolved. Process put in place to prevent future errors.
- Continuing to review the CFRS HR processes in light of the move to MFSS.
- There is an issue with the closure of the Childcare Voucher schemes to new entrants from 1st April 2018, meaning that some staff who are currently in the CFRS scheme may not be able to enter the CC scheme. Advice is being sought from Legal.



Estates and Facilities



- The reception refurbishment work is underway.
- Car park – SPV to review the quotation.
- Tea points – Utility charge queries to be resolved.
- Conference rooms 7 and 8 modifications – Progress will be delayed as the stores work is taking priority. Arcadis to investigate extra cost due to scope creep.
- Stores move – The SPV have now confirmed that they will not be able to meet the 19th January 18 construction completion date. Therefore Estates have suggested a contingency plan in order to meet the 28th February deadline. This was discussed at the BLC Programme Board on 5th December and the contingency plan was agreed to in principle subject to consideration of space requirements as Sadler Road and additional costs.



Communications and Stakeholder Engagement



- The team are working on completing the briefing document for the Joint HQ press release / launch event.
- Phone / email directories have not been updated. This has created issues, particularly with emails, as Fire staff cannot find the details of Police colleagues and vice versa. The Corporate Communications team are working with IT to find a solution. Delays to the Oracle Fusion project could potentially lead to a delay in the directories being updated, unless an alternative solution is found.


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>Following the soft market testing days the Authority received one bid during the tendering exercise from ISG contractor. Following the bid ISG were invited to a meeting when they presented their bid to the programme team and members of the CFA. Following the meeting the application was considered and presented to the Authorities Estates and Property Committee when they approved appointment of ISG for Stage 1 of the programme.</p> <p>ISG will now conduct a number of surveys at Sadler Road and a meeting has been arranged for the programme team, and ISG to meet and discuss the employers requirements report which was submitted to them on the 11th December 2017.</p> <p>All of this progress has been presented to members of staff during a briefing session held on the 11th December 2017 at Sadler Road, along with the relocation plan update which has received no negative feedback from those members of staff who have relocated to new office accommodation.</p> <p>The Training Centre programme continues to plan the relocation of training to alternative accommodation, including the construction of a new smoke house at Warrington Fire Station. Members of staff at Warrington have been invited to a start-up meeting in December 2017 when they will be encouraged to participate in the design. All of the plans for relocation will be presented at P&O in February 2018.</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)		
		Closedown report approved at Performance and Programme Board on 22 nd February 2018.		



1179	Lymm Fire Station	
Project Sponsor		Head of Service Delivery
Project Manager		Service Delivery Manager (Halton and Warrington)
Previous status	Current status	Mitigating steps (where status is red or amber)
		Closedown report approved at Performance and Programme Board on 22 nd February 2018.



1180	Powey Lane	
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)
		Closedown report approved at Performance and Programme Board on 22 nd February 2018.



1176	Knutsford	
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)
		Closedown report approved at Performance and Programme Board on 22 nd February 2018.



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	<u>Mitigating steps</u> (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 firefighters are continuing with their on-going development course and assessments pending the outcomes of the review.</p> <p>Firefighters (In development) x7 Possible transfers from other stations x2 (on hold pending outcome of review) Total 9</p>			



1092		Ellesmere Port - on call staffing for the 2nd pump	
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)	
	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 firefighters are continuing with their on-going development course and assessments pending the outcomes of the review.</p> <p>Watch Manager Competent x1 Crew Manager Competent x1 Firefighters (In development) x3 Firefighters (Trainee) x3 Total 8</p>			



1318	Cardiac Arrest Response Project	
Project Sponsor		Deputy Chief Fire Officer
Project Manager		Head of Service Delivery
Previous status	Current status	Mitigating steps (where status is red or amber)
		The project status is red because the FBU have withdrawn from supporting cardiac arrest response incidents.
<p>The national pay negotiations between the NJC 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 the 4 pilot stations which were involved in the NJC trial.</p> <p>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.</p>		


1534	Nucleus Review (Birchwood, Macclesfield and Wilmslow)	
Project Sponsor		Head of Service Delivery
Project Manager		Service Deliver Manager (Warrington and Halton)
Previous status	Current status	Mitigating steps (where status is red or amber)
		Project remains amber due to dates not met and new Nucleus system not agreed.
<p>In light of being unable to agree a new Nucleus duty system, it had been decided that the Service will maintain the current duty system but remove the need to cover short term sickness and as such the removal of the 7.5% allowance. This has been put forward by the FBU.</p> <p>Discussions have taken place with Legal Services and as this is a change in contract, there may still be the need to go through JCC, if the FBU are instructed not to agree by their members.</p> <p>This will mean that the Nucleus system will maintain 6 people per watch, so there will be no reduction in numbers; however, new leave procedures have been agreed and signed off by the FBU, to ensure that the additional capacity is not maintained on the Nucleus system, but is shared out across the wholetime system also. The surplus capacity/shifts that this provides on a day to day basis will result in savings being offset against the budget used to cover deficiencies on the wholetime system. For maximum efficiency, these additional shifts will, on the whole, be used to cover individuals training, meaning that the individuals that will be out staffing from the Nucleus stations should start and finish at their 'home' stations at the normal time as they will arrive at the wholetime station for the start of shift and will leave as soon as the individual on training returns.</p> <p>This option, along with the savings generated through the removal of the allowances will provide savings of over £200k. There may still be a requirement to attend RAP if crews fail to accept the changes.</p> <p>The current Nucleus Principles of Agreement have been updated to reflect the removal of the requirement to cover short term sickness and as such the 7.5% allowance.</p>		



1302	Review of On Call Duty System	
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)
		Closedown report approved at Performance and Programme Board on 22 nd February 2018.


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 as establishment is not yet achieved at all stations. Closedown report approved at Performance and Programme Board on 22 nd February 2018.	
Programme Update			



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>Operationally, 11 out of 12 apprentices have passed all courses, with one currently working towards passing their HAZMAT course. They have attended Fire Service College where they observed and took part in exercises. Attending FSC provided them with exposure to new types and scale of incidents that they so far have not experienced. The apprentices have assisted OTG in developing video resources on how to guides for operational activities, by being videoed in completing a host of practical exercises. They all have completed 'Observe and Preserve' training to assist them in their work in Prevention. They undertook a 2 week training course on Protection with all passing an exam on the content covered and have since shadowed the TFSOs. In January many will start assisting in Prince's Trust delivery although 4 apprentices already started supporting teams in November. All are still supporting Safety Central with many proficient in delivery of the Rangers activities. Two apprentices represented the Fire Service at the NEC supporting the Apprenticeship Service stand at the National Skills Show. All have sat their Leadership and Management IFE paper and are awaiting their results that are imminent.</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>All apprentices completed their Prince's Trust course and started their apprenticeship with Cheshire Fire on December 4th. The first 3 weeks are induction weeks where the apprentices complete courses on presentation skills, emotional intelligence, safeguarding and conflict management as well as finding out more about the Service and in particular the Safe and Well visits they would be undertaking in the new year. They have each been given their handbooks and guidance for the SFJ Award qualification they will be studying for, received an induction onto the award itself and have been set numerous tasks as part of their qualification to complete. New to the induction this year was a project management workshop followed by a Nepal fundraising challenge - the idea was to encourage the apprentices at an early stage to start their fundraising towards their £30,000 target and to gain an understanding of what might make fundraising a success. Roberts Bakery kindly donated gingerbreads for the apprentices to sell and this combined with other fundraising ideas raised approximately £800 towards their target. The apprentices start in Prevention on January 2nd.</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>Meeting of the Members and Officer Sprinkler Groups have taken place.</p> <p>Visits have been arranged with high-rise RSL's to discuss post Grenfell issues and sprinklers options.</p> <p>Officers have visited Staffordshire Fire and Rescue regarding their approach to sprinklers in terms of campaigning and engineered approach.</p> <p>The department have been liaising with Prevention to update the Prevention & Protection strategy; to include the Sprinkler and Ultimate Protection policies.</p> <p>The department have met with the Programme Office and we will now be revisiting and amending the PID/plan to drive the sprinkler campaign going forwards.</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>The Legal team have now produced a variation to the Safe and Well legal Agreement to include the affordable warmth offer and work programme. The Agreement has been approved by all 4 Cheshire Directors of Public Health. We now plan to get the variation of legal Agreement signed by the Cheshire Directors of Public Health at their meeting on 15th December.</p> <p>At the moment the plan is to go live with the work on 15th January. However, this is dependent upon the Head of Protection and Organisational Performance resolving some IT issues with CFRMIS which have occurred since servers were moved to Police HQ as part of Blue Light collaboration. If this cannot be resolved in good time then we will not go live with Phase 2 on 15th January.</p> <p>All CFRS staff have now been appropriately trained in affordable warmth issues in preparation for implementing Safe and Well Phase 2 early in 2018.</p>					

1500		SAFE AND WELL PHASE 2 – LONELINESS AND ISOLATION	
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER
Previous status	Current status	Mitigating steps (where status is red or amber)	
N/A			
Project Update			
<p>The Safe and Well Policy and Project Manager has met with representative from Silverline (charity); they are keen to be involved in the Loneliness and Social Isolation work as well as British Red Cross.</p> <p>British Red Cross can offer a 6 week supportive programme at a resident's home to help them with loneliness and social isolation. Silverline offers an indefinite telephone befriending service. Jenny Maskell has suggested that CFRS refer into one of the organisations via a Safe and Well visit and a subsequent referral into the other organisation could occur. For example CFRS refer into BRC for 6 week programme, BRC refer into Silverline at the end of the 6 week programme.</p> <p>Planned next steps are to draft up supporting documentation, including a MOU, data sharing protocol and evaluation template. This will need to be reviewed by all three organisation's relevant departments. Training for staff will also occur prior to implementation. The aim is to go live with this aspect of Safe and Well by the end of the financial year.</p>			

1496		SAFE AND WELL PHASE 2 – HYPERTENSION, BLOOD PRESSURE and ATRIAL FIBRILLATION	
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER
Previous status	Current status	Mitigating steps (where status is red or amber)	
			
Project Update			
<p>Blood Pressure NHS England (Cheshire and Merseyside Sub-Region) have stepped away from being the responsible health body for the blood pressure initiative. Therefore CHAMPS have agreed that Wirral LA Public Health will sponsor this element of Safe and Well and be the signatory for the Cheshire FRS MoU. Wirral LA is the sponsoring body for the CHAMPS collective.</p> <p>CHAMPS and CFRS have met with Wirral LA to discuss the governance issues. The Wirral LA Information Governance lead has advised that they do not require a data sharing agreement as the data we are collecting for BP will be non-identifiable. The only reason Cheshire FRS will be recording the outcome of the blood pressure testing is for evaluation purposes. Wirral LA also confirmed that CFRS do not need to complete the NHS IG Toolkit.</p>			

Wirral LA have provided an amended version of the MoU to outline what data needs to be transferred, when, how and to who. They will sign the MoU for both the three month pilot using the watch at Chester and Macclesfield, and in due course, for the broader roll out of the work pan-Cheshire once all staff have been trained in early 2018.



There are currently some issues with CFRMIS. As part of Blue Light Collaboration, CFRMIS was moved to a police server. This has caused some problems and we are unable to use the system properly as part of the server move, including testing the system in preparation for implementing of Phase 2 of Safe and Well. The issue is being looked into by the Head of Protection and Organisational Performance with the Head of IT. Assuming the IT issues are resolved in time we will commence the pilot on 15th January for three months.



Atrial Fibrillation

All Cheshire FRS crews covering West Cheshire, South Cheshire and Vale Royal CCG areas have received appropriate training to conduct the atrial fibrillation screening work ready for the go live date. The NHS Innovation Agency hope to get the ECG Mydiagnostick devices to us shortly. There are still some information governance issues to consider.


Agreement and MOU

Received clearance from the 4 Cheshire LAs and NHS England for the Safe and Well legal agreement. Lawyers have prepared the document ready for signing by the Directors of Public Health and NHS England at their monthly meeting. The legal agreement will cover extending the Safe and Well work for Affordable Warmth and Atrial Fibrillation. The governance for the Blood Pressure pilot will be an MoU between CFRS and Wirral LA.

1313		EMERGENCY SERVICES MOBILE COMMUNICATION PROGRAMME	
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER
			ESCMP 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 national plan.	
Programme Update			
<p>The new National Transition Plan (NTP) will probably be available to User Organisations in the first quarter of 2018. This is almost a year since it was due to be published. This reflects the difficulties the Authority are having re baselining the Programme. There are still high level issues with Motorola and EE. Other work streams progress, however the delay in the NTP means that information and planning is difficult.</p> <p>We are currently discussing Trials and Pilots. This is an important tranche but will only occur in Q3 2019 due to Vehicle Devices. A recent Training Workshop was disappointing due to the Delivery Partner (Private sector) focusing on their product and not on the Programme.</p> <p>Training for the new electronic reporting tool, SmartCore, will take place in early January. A representative from CFRS is to be identified to attend. Following the retirement of the current project manager, there is a possibility that the project manager for the Police project may oversee the Fire project for a short period of time with a liaison at CFRS. This is currently being explored. Should this occur then a full briefing will be given.</p> <p>SMT have agreed that CFRS should provision devices from Police. The ESMCP Project Manager to brief Procurement and Finance on the process and ensure that IT understand our requirements when the final 'as is' device list is requested by the Programme. The 'as is' list will be our like for like replacements.</p> <p>Samsung have won the contract to supply hand held devices. It is unclear whether there will be more than one Samsung offered. This is disappointing, as we expected a catalogue of choice. Another risk is the speed at which hand held technologies move. If the v.1 hand held is available in early 18, things may have moved on by the time the vehicle device arrives late 19. The refresh schedule should be scrutinised at an appropriate point.</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)		
				
Programme Update				
<p>Productive project meetings held in December 2017. The Police Drone s Project Manager is leading on the creation of the Operations Manual which is 50% complete. Six pilots (three Fire & three Police) have now been identified and vetting is underway for the Fire Pilots. Initial Unmanned Aerial Vehicle (UAV) operators course being completed the last week in January with Sky Futures using the Fire Service College as a venue. Once passed successfully this will allow the operators to train while collating information and applying for the Permission for Commercial Operations (pfco).</p> <p>The Police Drone Project Manager is liaising with suppliers to obtain the best price for the selected airframe and accessories. (DJI Matrice 210).</p> <p>At the group meeting on the 17th January a final decision will be made regarding the exact specification and an order can be placed.</p> <p>Vehicle to deploy the UAV has been selected by the Fire Fleet Services Manager from existing vehicle stock.</p> <p>Initial UAV operation will be daytime only, options paper for the staffing of the UAV 24/7 needs to be completed.</p>				

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>Not being able to recruit the 1X WM, 2 x CM and 12 FF for the On Call pumps at Crewe and Ellesmere Port</p>	<p>Head of Service Delivery</p> <p>Risk Review: IRMP Delivery Group</p>	<p>20</p> <p>➔</p>	<p>There is currently no change to the risk. All recruitment suspended pending the outcome of the review by Members in February 18.</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 whole-time 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: RMB</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 Development</p> <p>Risk Review: PPB</p>	<p>12</p> <p>⬇</p>	<p>Protection managers have now visited all landlords/representatives that operate high rise properties in Cheshire. The majority are showing a significant interest in installing sprinklers. A business case has also been produced requesting additional funds to support the campaign going forwards. Risk has been reviewed and based on the above the likelihood has now been reduced to medium.</p>
1226: BLUE LIGHT COLLABORATION PROGRAMME (Strategic Risk)				
979	<p><u>MFSS On boarding</u></p> <p>As a result of a number of partners on boarding to Oracle at the same time there is a risk that the project will slip beyond the planned go-live date. Delays for partners could be caused by a number of factors including parallel payroll runs, delays in testing poor data quality, resourcing problems.</p>	<p>MFSS Project Manager</p> <p>Risk Review: RMB</p>	<p>16</p> <p>➔</p>	<p>As a result of slippage within the programme, this risk has been reviewed and aligned to a revised programme plan. This includes revised current controls. The Risk score is still relevant to the current situation as at 21/12/2017.</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 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>ESCMP Internal Transition Manager</p> <p>Risk Review: RMB</p>	<p>15</p> 	<p>This risk was raised March 2017. An extension of the Airwave contract is now looking inevitable and likelihood of this risk was 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 NW 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> <p><u>Update December 17:</u> A new Transition plan is expected in Spring next year at which point the length of the Airwave extension and the subsequent cost should become more apparent.</p>