

Performance and Programme Board – Programme Health Report



All data supplied in the report has been populated directly from the Cheshire Planning System on 23rd April 2018, any changes after this date will not be reflected.

Reporting Period	FROM	1st January 2018	TO	31st March 2018
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PROJECT PROGRESS SUMMARIES, RAG STATUS AND IMPACT MITIGATION

1226 BLUE LIGHT COLLABORATION PROGRAMME

PROGRAMME MANAGER Head of Strategic Change

Previous status	Current status	Mitigating steps (where status is red or amber)
		Status changed from Red to Amber due to the MFSS project being re-baselined in April 2018. The revised plan has re-aligned Cheshire Fire and Rescue Service and Cheshire Constabulary timelines and provided extra time to meet key milestones which previously would have been missed, without compromising the October 2018 go live date. The MFSS risk profile has been improved due to Avon and Somerset deferring its go live to early 2019.

Programme Update

Legal and Contracts

- Property Documents for PFI - Deed of variation to PFI Agreement for Cheshire Fire and Rescue Service occupancy of Clemonds Hey and Underlease still to be agreed with PFI provider and funders. However the debate about the terms of the Underlease is all but completed. The PFI solicitors now intend to draft the Deed of Variation.
- MFSS Collaboration Agreement and Deed of Adherence - CFRS awaits the Deed of Adherence. It is hoped that these discussions are nearing a conclusion and that the Deed can be completed quickly.
- End State Collaboration Agreement - It is now possible to progress the drafting of the End State Collaboration Agreement. It has been possible to agree an approach to cost apportionment, which should provide impetus for the additional work that is required to complete the Agreement.

Joint Corporate Services

- The Stores and Procurement teams moved to Clemonds Hey at the beginning of April.
- Finance, HR, Stores and Procurement teams TUPE transferred to Cheshire Constabulary on 1st April.
- Although there was no transfer of staff, the Information Management Team also started delivering the collaborative service on 1st April (although they were providing adhoc support prior to this). It is an integrated service supported mainly by the request team within the Information Compliance Department. The focus is currently on implementing the requirements of the new Data Protection legislation (GDPR), providing support for Freedom of Information and Data Protection requests, and guidance to management. In addition there are monthly meeting with the SIRO (Senior Information Risk Owner).

CFRS on boarding to the Multi Force Shared Service

- Avon and Somerset have postponed their go live date to early 2019 and as a result Multi Force entered another period of re-planning. This has re-aligned Cheshire Constabulary and Cheshire Fire timelines.
- The blueprint has been officially signed off and the new MFSS plan has arrived and has been reviewed by the team.

- Key activities in the past quarter have included a review of business processes, system demonstrations, preparation for user acceptance testing, review of procurement approvals and securing more project resources.
- Planned activities include further preparation for user acceptance testing, development of the archive solution for Cheshire Fire and Rescue Service and Cheshire Constabulary and finalisation of the training approach.
- There is concern that the project may miss some key milestones in relation to the development of APEX Apps, report building, system integration testing, and data migration. This could result in delays to entry to user acceptance testing and impact go live dates.

People



- UNISON consultation closed in February in relation to the final tranche of transferring staff and final TUPE letters sent to staff confirming the details of the transfer.
- Cheshire Fire and Rescue Service have sent TUPE Due Diligence and payroll information to MFSS.
- All co-locating staff have received initial induction and will be enrolled on full new starter induction courses in due course.
- Ongoing early life support for newly created joint teams focusing on resolving any queries in relation to pay/pensions and IT for staff who have transferred.

Estates and Facilities


- Reception work is now complete.
- Tentative July/ Aug 18 completion date planned for car park works. However Cheshire Constabulary are still awaiting a final quotation.
- Work has started on the new tea points but design queries have delayed the roll out.
- Progress will be delayed in relation to conference rooms 7 and 8 as the print department fit out & car park works will take priority.
- The work in the Cheshire Fire and Rescue Service Stores area is now complete.
- There are further queries with the Print Department work regarding the construction specification and costs.
- Budget costing schedule updated following confirmation of submitted costs.


Communications and Stakeholder Engagement



- Once all the issues have been resolved and Clemonds Hey has been fully transformed a photo call and press release will be arranged.
- Various messages published internally relating to transfer of HR, Finance, Stores and Procurement staff.



1490		SADLER ROAD TRAINING CENTRE PROGRAMME		
PROGRAMME SPONSOR		Deputy Chief Fire Officer	PROGRAMME MANAGER	Head of Operational Policy and Assurance
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)		
		<p>The overall status of the programme has changed to Amber - with the project experiencing slippage. The main reason for the slippage is more time has been required to conduct a robust analysis of the programme design and budget against the initial budget price submission received by ISG on 8th May 2018.</p> <p>This increase in costs to the programme have been identified as abnormal costs due to the results of the surveys, inflation in regards to construction costs and some scope creep in the design.</p> <p>The design team has now concluded the analysis work and it is recommended that the budget be increased to cover the abnormal costs, with construction works now expected to commence during February 2019.</p>		
Programme Update				
<p>The initial budget price submission received by the Authority on the 8th May 2018 from ISG exceeded the approved budget for the programme</p> <p>The Authority appointed Quantity Surveyor has also undertaken a similar exercise, which though returned a figure lower than ISG, was still over the approved budget for the programme.</p> <p>Reasons for the over budget estimates have been identified as being a result of two areas of increased costs:</p> <ul style="list-style-type: none"> Abnormal costs – arising from surveys conducted during phase 1 of the programme and inflation; Scope creep – as the project as developed with stakeholder consultation working across various departments in the Service, additional design features have been included in the employers requirements report which were not included as part of the design brief. <p>To identify and analyse the two areas above, the design team have met weekly during May and early June with the results of the work presented to the Programme Sponsor on the 15th June 2018. The outcome of this meeting was a recommendation to present a business case to the Authority to increase the budget of the Programme to cover the abnormal costs.</p> <p>The transition plan for operational and command training has been finalised following approval by the Performance and Overview Committee. This plan included a new training facility that has now been built at Warrington Fire Station on budget and time, which is now ready for use prior to the relocation of training from Sadler Rd. This facility has already provided Firefighters in the Warrington area opportunities to conduct more realistic station based training.</p> <p>The Incident Command Training Suite project continues to progress as part of this programme with a specialist provider 'Feltech' finalising the initial design specification submitted to the design team. This design specification and costs are expected to be presented as part of the whole site costs when the main contractors costing exercise has concluded, though a second specialist provider has also been approached to provide a cost to ensure competitiveness and best value for money.</p>				



The overall status of the programme has now changed to Amber as a result of slippage to the programme and the recommendation being presented to the Authority to increase the budget of the programme. The programme continues to be managed through the Design Team Group and the Strategic Group to control the slippage and interdependencies of the programme, with construction work now scheduled to commence in February 2019.



1089	Crewe – on call staffing for the 2nd pump	
Project Sponsor	Head of Service Delivery	
Project Manager	Station Manager – Service Delivery	
Previous status	Current status	Mitigating steps (where status is red or amber)
	N/A	
Closedown report approved at Performance and Programme Board on 14 th May 2018.		



1092	Ellesmere Port - on call staffing for the 2nd pump	
Project Sponsor	Head of Service Delivery	
Project Manager	Station Manager – Service Delivery	
Previous status	Current status	Mitigating steps (where status is red or amber)
	N/A	
Closedown report approved at Performance and Programme Board on 14 th May 2018.		



1318	Cardiac Arrest Response Project	
Project Sponsor		Deputy Chief Fire Officer
Project Manager		Group Manager – Operational Policy and Assurance
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.
There has been no progress with this project during Quarter 4 as it remains on hold awaiting the outcomes of national discussions for the wider Firefighter role.		



1534	Nucleus Review (Birchwood, Macclesfield and Wilmslow)	
Project Sponsor		Head of Service Delivery
Project Manager		Group Manager – Service Delivery
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)
		
<p>Over the last quarter we have gained agreement in relation to changes to the Nucleus System. These changes involve the removal of the 7.5% additional allowance and with this the removal of the requirement for crews to cover short term sickness. Each watch will remain riding at 6 with the agreement that any additional capacity will be used to cover on wholtime stations during the day if/when required. Additional capacity for leave will also be managed to ensure that Nucleus crews do not receive preferential treatment due to additional staff. Although this was not part of the Nucleus System review these agreements have been reached in conjunction with it. The new Nucleus Agreement was implemented on the 1st April 2018.</p> <p>Closedown report approved at Performance and Programme Board on 14th May 2018.</p>		



1241		FIREFIGHTERS APPRENTICESHIP SCHEME COHORT ONE		
PROJECT SPONSOR		Director of Transformation	PROJECT MANAGER	Organisational Development Advisor
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)		
				
<p>The Apprentices raised over their £30000 target for their Nepal fundraising. All apprentices sat 3 IFE exams in March in Ops, Fire Safety and Fire Science. They attended workshops in Fire Science and Safety to assist with their revision. The day after sitting their final exam they flew to Nepal.</p> <p>Following the Skills for Justice External Verifier report additional sessions have been added to the apprentices time table to assist in the completion of their qualification. A detailed plan has been developed to ensure all apprentices complete outstanding work by the deadline. Following the implementation of the Blue Light Collaboration Programme the Apprentices are now under new line management and will be managed by the Operational Training Group. An introductory meeting with their new managers has been arranged where expected standards will be outlined.</p> <p>Closedown report approved at Performance and Programme Board on 14th May 2018.</p>				



1494		FIREFIGHTERS APPRENTICESHIP SCHEME COHORT TWO		
PROJECT SPONSOR		Director of Transformation	PROJECT MANAGER	Organisational Development Advisor
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)		
				
<p>The Apprentices have settled into working in Prevention and are shadowing and supporting advocates in the delivery of Safe and Well visits. They have all come up with many ideas for fundraising and are regularly doing bag packs. A more coordinated approach to their fundraising is being developed. All apprentices passed the Firefighter practical tests and started their Module 1 course in April.</p> <p>Closedown report approved at Performance and Programme Board on 14th May 2018.</p>				

1058		SPRINKLER CAMPAIGN			
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER		Head of Protection and Organisational Performance
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)			
					
<p>This project will now be closed down a new project will be opened. The new project encompasses the following three key themes:</p> <ol style="list-style-type: none"> 1. The part funding of the retrofitting of sprinklers within high-rise residential blocks throughout Cheshire 2. Promoting closer working between Local Authorities and CFRS. This will seek to identify the need for sprinklers at planning approval stage. 3. Providing a 12 month education and awareness campaign, including live sprinkler demonstrations to stakeholders. <p>A sprinkler meeting took place with Officers on 20th April 2018 and a Members meeting is due on 4th May 2018.</p> <p>A 12 month sprinkler campaign has been launched, although the National Conference, which was to include Sprinklers, has been postponed until later in the year.</p> <p>Registered Social Landlords will be contacted again after initial meetings took place in January 2018. The offer of share funding for installation of Sprinklers into high rises is still available.</p> <p>Members of the Protection Department have attended a sprinkler demonstration with Derbyshire Fire & Rescue with a view to setting up our own training events to promote the importance of sprinkler installation. A date has been set for 14th June to conduct our first sprinkler demonstration.</p>					

1415		SAFE AND WELL PHASE 2 – AFFORDABLE WARMTH			
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER		Prevention Policy and Projects Manager
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)			
					
Project Update					
Closedown report approved at Performance and Programme Board on 14 th May 2018.					



1500		SAFE AND WELL PHASE 2 – LONELINESS AND ISOLATION		
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER	
		Partnerships Co-ordinator		
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)		
				
Project Update				
<p>The MOU to support the partnership work between Cheshire Fire and Rescue Service, British Red Cross and The Silver Line has been reviewed by all three parties and a final document agreed. This has been signed by Cheshire Fire and Rescue Service and will be provided to British Red Cross and The Silver Line shortly for their signature.</p> <p>Once this is complete, train the trainer sessions for Cheshire Fire and Rescue Service operational staff will be arranged.</p> <p>Questions to identify loneliness and social isolation have been agreed by all three parties for inclusion in the Safe and Well form.</p>				

1496		SAFE AND WELL PHASE 2 – HYPERTENSION, BLOOD PRESSURE and ATRIAL FIBRILLATION		
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER	Prevention Policy and Projects Manager
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)		
				
Project Update				
<p><u>Atrial fibrillation</u></p> <p>Meeting held with the Warrington CCG long term conditions lead on 5 April to discuss interest from Warrington CCG to partner up with Cheshire Fire and Rescue Service to screen people for atrial fibrillation as part of a Safe and Well visit. The meeting was productive; Warrington CCG confirmed that they wished to take this forward and will consult with the Warrington GP practices to get a view. Next steps are for Warrington CCG to feedback views from GP practices on way forward and possible implementation.</p> <p><u>Blood Pressure pilot</u></p> <p>The start date for the Blood Pressure pilot has been delayed due to some communications issue. However this has now been resolved. Cheshire Fire and Rescue Service have also spoken to CHAMPS about extending the pilot until the end of June. They have agreed to do this and will amend the MoU to reflect the extension to the pilot.</p>				

1313		EMERGENCY SERVICES MOBILE COMMUNICATION PROGRAMME		
PROJECT SPONSOR		Deputy Chief Fire Officer	PROJECT MANAGER	Station Manager
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)		
		Milestones have been missed by the Home Office and Motorola which has impacted on the delivery of the project. Cheshire Fire and Rescue Service are waiting for a revised project timeline however it has already slipped by the anticipated go live for the NW region which was April 18.		
Programme Update				
<p>Following the previous Project Manager's retirement in January 2018 the Police ESN project lead is leading on ESN for Fire in the short term. The joint Fire and Police project lead is being supported by two Station Managers from a Fire operational perspective.</p> <p>EE have reported that the agreed level of contractual coverage for Cheshire has been now been achieved. Fire & Police regional discussions regarding coverage assurance exercises are ongoing. A meeting has taken place with Cheshire Police over a collaborative approach to testing the coverage by pooling test devices when they become available.</p>				

The actual Samsung ESN devices have been demonstrated recently at the BAPCO 2018 event and worked successfully on the ESN bandwidth.

Nationally the Programme Board are still looking at revised project delivery dates, once these are published the regional Fire team will reconvene and agree new work stream milestones.

1535		COLLABORATIVE DRONE PROJECT		
PROJECT SPONSOR		Head of Operational Policy and Assurance	PROJECT MANAGER	Station Manager
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)		
				
Programme Update				
<p>Flight training on the UAV platform has now started with each of the six pilots. This will be on going weekly to ensure familiarity with the aircraft and camera systems prior to the start of the Pilot. The joint Operations Manual (A Civil Aviation Authority requirement) has now been completed and has been sent for their approval. The Memorandum Of Understanding (MOU) between Cheshire Fire and Rescue Service and Cheshire Police is complete from the Fire side and awaiting approval/comment from Police. The provisional date for the start of the pilot is Monday 7th May 2018. The pilot will run between the hours of 9 - 5 weekdays for a period of 6 months.</p> <p>The PFCO (Permission for Commercial Operations) has now been granted by the Civil Aviation Authority and the joint MOU has been agreed. The UAV pilot is going live on Monday 7th May 2018 and being resourced for the duration of the trial by three Fire & Three Police operators.</p> <p>Regular reviews will be completed during the trial to validate it's progress, on its conclusion a further paper will be produced with a proposal to move the project forward.</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 style="text-align: center;">➔</p>	<p>On Call recruitment has now ceased following the outcome of the Fire Authority meeting on the 14th February 2018. The current on call staff are going through a migration process to become whole time staff or leave the Service</p> <p>As a result of the outcome of the February Fire Authority meeting this risk has now closed.</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 style="text-align: center;">➔</p>	<p>As a result of the outcome of the February Fire Authority meeting this risk has now closed. A new risk has been developed to cover the wider service review to meet the savings identified in the MTFP.</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 style="text-align: center;">⬇</p>	<p>Risk reduced from 16 to 12.</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. The 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,</p>	<p>Project Manager</p> <p>Risk Review: BLC Board</p>	<p>20</p> <p style="text-align: center;">⬆</p>	<p>Risk score increased from 16 to 20</p> <p>Go live date reforecast from April 18 to October 18. Decision made to transfer staff in April 18 notwithstanding the delay to the go live date. Re-planning has taken place and the programme appears to be more cohesive. The re-planning involves a staggered approach to onboarding with Avon</p>

	<p>delays in testing poor data quality, resourcing problems.</p> <p>The impact of this risk may be increased costs, in terms of extra resources and the requirement to renew system contracts. There would also be an impact on organisational expectations and reputation of continuing change.</p>			<p>and Somerset Constabulary now planning to go live in early 2019. The MFSS team has increased its resources. There has been a review of the effectiveness of the governance.</p>
950	<p>As a result of a lack of clarity regarding the overall governance and service model there is a risk that overall timescales for the collaboration agreement may be compromised.</p> <p>This may result in increased costs and impact on Programme delivery.</p>	<p>Head of Governance and Commissioning</p> <p>Risk Review: BLC Board</p>	<p>16</p> <p>↑</p>	<p>Risk score increased from 12 to 16.</p> <p>Likelihood of risk increased following recommendation at BLC Programme Board on 06.02.18 due to lack of progress.</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 now an airwave sustainability project ongoing; it may mean airwave being extended well past March 2020.</p>	<p>Project Manager</p> <p>Risk Review: RMB</p>	<p>15</p> <p>→</p>	<p>Following a change from the centre the delivery model of the ESN project is changing from a regional "switch on" involving critical voice and data services to a more incremental approach alongside differing products to match differing scales of implementation.</p> <p>We are engaging regionally and completing question sets to gauge our opinion as an individual FRS with regards to our preferred method of project delivery moving forward.</p> <p>We are still awaiting an updated delivery timescale from the Home Office which should be issued prior to the summer parliamentary recess.</p> <p>There has been agreement from the centre that the existing Airwave contract due to expire in 2020 is to be extended for up to 10 years to ensure a resilient FRS network whilst the project is delayed.</p>