

## Programme Report – Quarter 2, 2018-19

All data supplied in the report has been populated directly from the Cheshire Planning System on 10<sup>th</sup> October 2018, any changes after this date will not be reflected.

<b>Reporting Period</b>	<b>FROM</b>	<b>1<sup>st</sup> July 2018</b>	<b>TO</b>	<b>30<sup>th</sup> September 2018</b>
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## PROJECT PROGRESS SUMMARIES, RAG STATUS AND IMPACT MITIGATION

<b>1226</b>	<b>BLUE LIGHT COLLABORATION PROGRAMME</b>		
<b>PROGRAMME MANAGER</b>	<b>Head of Strategic Change</b>		
<b>Previous status</b>	<b>Current status</b>	<b><u>Mitigating steps</u> (where status is red or amber)</b>	
		<p>The delivery of the shared service arrangements by the 1<sup>st</sup> April 2019 (known as MFSS) remains uncertain.</p> <p>A revised programme plan and earlier experience is enabling the programme team to direct resources as effectively as possible.</p> <p>Regular Programme Board meetings enable the parties to the programme to make timely decisions and monitor progress against the Programme Milestones. However, not all of the issues are within the control of Cheshire Constabulary or CFRS.</p>	
<b>Programme Update</b>			
<p>The Blue Light Collaboration (BLC) Programme was due to have been completed in October 2018 but key elements have not yet been delivered. It is now anticipated that the Programme will be completed no earlier than April 2019.</p> <p>The underlease for the occupation of the Leadership Team office suite has now been agreed and should be completed soon. As a result the joint headquarters signage has been progressed and planning permission is being sought.</p> <p>The overarching documentation for the BLC collaboration (not MFSS) is developing slowly. Recently, progress has been made in describing the charging model for the joint services, an aspect that has proved very difficult. The documentation should be capable of being concluded before April 2019.</p> <p>The works to the Clemonds Hey site are progressing but it has been decided that elements are either unnecessary (meeting rooms) or too costly because of the fact they are covered by the PFI arrangements (car parking). An alternative solution to the car parking shortcomings is being explored that will not involve any change to the PFI land thus avoiding significant costs.</p> <p>The shared service arrangements, MFSS, have proved to be much more difficult to deliver than originally expected. This aspect of the BLC Programme does not just involve Cheshire Constabulary and CFRS. Currently there are a range of uncertainties surrounding the MFSS programme, which need to be considered before it can be successfully completed. For example, currently final costs and legal documentation are both outstanding.</p>			

1490		SADLER ROAD TRAINING CENTRE PROGRAMME	
PROGRAMME SPONSOR		Assistant Chief Fire Officer, Operational Assurance and Service Improvement	PROGRAMME MANAGER
		Head of Operational Policy and Assurance	
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)	
		The programme remains on the same timescales included in the previous quarter update and remains in Amber status following some slippage as a result of the detailed design and costings work included in Stage 1 of the programme.	
<b>Programme Update</b>			
<p>Since the approval to proceed to stage 2 of the programme the contractor has been working with architects to produce detailed designs of the build so that they can be costed and presented to the programme team during December.</p> <p>During the past quarter work has continued to prepare the site for the arrival of the contractor. Porta cabins and containers which will be surplus to requirements have been removed from site. This work continues to be overseen by the Land and Property Group and the re-established Training Centre Steering Group. The terms of reference for this group includes the scrutiny of the detailed designs of each area and buildings included in the new training centre programme, which will be provided by the contractor during the next 10 weeks.</p> <p>In addition to the on-going work a press and public consultation event was held at Sadler Road on 11th September 2018 which was well attended by local and regional press. Attendees were also invited to complete a survey to provide feedback on the plans, with wider consultation completed in the local community and within the Service. The outcome of the consultation was included in the planning application pack which was submitted to CWAC planning office w/c 24th September 18 and is now awaiting a decision, expected during December 18/January 19.</p> <p>The plan for the relocation of training has been updated to reflect the rescheduling of the programme, which includes contractors commencing on site on 4th March 2019. This includes both operational and incident command training, with the latter now scheduled to move to Frodsham Fire Station during January 2019.</p> <p>All risks and milestones have been reviewed and require no changes during the Quarter 2 period.</p>			

1544		Replacement of Chester Fire Station		
PROGRAMME SPONSOR		Director of Governance and Commissioning	PROGRAMME MANAGER	Group Manager – Cheshire West and Chester
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)		
		The planning application was rejected by the CWAC Planning Committee on 6th November. As a result the project team are considering the Authority's options prior to deciding on an appropriate course of action.		
<b>Programme Update</b>				
The planning application was rejected by the Planning Committee on 6th November due to concerns raised about the proximity of the proposed station to the residential apartment block that has been approved on Trafford Street. The Authority's planning consultants and construction programme manager are providing advice about the Authority's options.				
The archaeological surveys have now been completed and all of the trenches that were dug to allow the investigations to be undertaken have been examined and then filled. There were no significant findings, which should be indicative of the likelihood of there being findings discovered on the site.				
Non-operational staff were relocated to Ellesmere Port Fire Station whilst the archaeology works were being undertaken (the works had an impact on the car parking and site safety). The planning refusal will lead to these staff potentially being relocated for an extended period and future dialogue needs to take place with staff. Feedback about the move had been generally positive.				

1318		CARDIAC ARREST RESPONSE PROJECT		
PROJECT SPONSOR		Assistant Chief Fire Officer, Operational Assurance and Service Improvement	PROJECT MANAGER	Head of Operational Policy and Assurance
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)		
		Current status remains red due to lack of progress on the project.		
There continues to be no progress with this project during Q2 as it remains on hold awaiting the outcomes of national discussions for the wider Fire Fighter role linked to pay and conditions.				

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>Mitigating steps</u> (where status is red or amber)			
					
<p>A further meeting was held with Sanctuary Housing on 5th October 2018 to discuss the existing ongoing project to fit sprinklers in Rowland Heights, Chester for which funding was agreed. The project has not been completed but has now been consumed in to a larger project to fit sprinklers in to all 9 high rise blocks within Chester which are owned by Sanctuary Housing (see update in project 1549).</p> <p>A meeting has taken place regarding Peninsula House, Warrington to discuss their intentions to fit sprinklers and access the funding available. We are awaiting a response.</p> <p>Prolonged consultation with Guinness Housing has resulted in them agreeing to fit a sprinkler system in Waverley Court, Crewe and work is now ongoing to agree a specification. We have agreed to assist with resident consultation and communication.</p> <p>Sprinklers installations are confirmed in Churchill Mansions, Runcorn (excluding 3 flats where legal action is being taken) and all 3 Joseph Groome Towers blocks, Ellesmere Port. Funding has not yet been transferred and legal documents are being drafted to allow this to take place</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>Mitigating steps</u> (where status is red or amber)			
					
<p>A meeting has taken place with Sanctuary Housing regarding the previous project at Rowland Heights and to continue to engage with them regarding future projects after significant lobbying and promotion of sprinklers with the Group. It was proposed by Sanctuary that all 9 blocks in Chester are to be fitted with sprinklers and CFRS will contribute £52K combined for this project which will cost approximately £5m. CFRS are to be involved in resident consultation throughout the project. The project is planned for completion by end November 2019.</p> <p>Efforts are still ongoing to persuade the remaining RSL's in Cheshire East (Peaks and Plains and Onward Housing) and Warrington to fit sprinklers. Meetings are arranged with Peaks and Plains and Onward.</p>					

3 sprinkler demonstrations have now been completed with a variety of stakeholders attending to observe a sprinkler protected room and non-sprinkler protected room when set alight. These have been heavily promoted on social media and in the press.

1500 SAFE AND WELL PHASE 2 – LONELINESS AND ISOLATION				
PROJECT SPONSOR		Assistant Chief Fire Officer, Service Delivery	PROJECT MANAGER	Partnership Co-ordinator
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)		
				
<b>Project Update</b>				
A training package for staff delivering Safe and Well initiatives is currently in development. The delivery of the training package has been postponed to early next year, it is planned that this work will go live from April 2019.				

1496 SAFE AND WELL PHASE 2 – HYPERTENSION, BLOOD PRESSURE and ATRIAL FIBRILLATION				
PROJECT SPONSOR		Assistant Chief Fire Officer, Service Delivery	PROJECT MANAGER	Prevention Policy and Projects Manager
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)		
				
<b>Project Update</b>				
Atrial Fibrillation (Cheshire East) - this work has now gone live from 4th September. This means Cheshire Fire and Rescue Service (CFRS) is conducting screening for atrial fibrillation in West Cheshire Clinical Commissioning Group (CCG), South Cheshire CCG, Halton CCG, Vale Royal CCG, and Eastern Cheshire CCG areas. Still no progress on this matter with Warrington CCG.				
Hypertension and Blood Pressure - this work has been delayed until April 2019. CFRS plan to train staff for hypertension and blood pressure during February and March 2019 with the expectation the work will commence in April 2019.				
The team are currently working with the Public Health Collaborative for Cheshire and Merseyside (CHAMPS) to produce a Memorandum of Understanding to cover the work for when the Service goes live pan-Cheshire.				

1313		EMERGENCY SERVICES MOBILE COMMUNICATION PROGRAMME			
PROJECT SPONSOR		Assistant Chief Fire Officer, Operational Assurance and Service Improvement	PROJECT MANAGER		Station Manager - Operational Policy and Assurance
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)			
		This remains red due to the Programme needing to be re-forecast and unknown costs.			
Programme Update					
<p>The Emergency Service Network (ESN) project continues to develop at a slower pace than anticipated. The proposed "incremental approach" has now been formally announced by the Home Office; however there has been little detail over costings for the different options available. Regional workshops are planned to look at the requirements for each Fire and Rescue Service in advance of the costings being made available.</p> <p>The need for a dedicated ESN Support Officer has been reviewed with no change at the moment.</p> <p>Following the regional ESN meeting held on the 19<sup>th</sup> October a firm three year extension has now been agreed with a possibility of a further extension to total 10 years if need be, to ensure ongoing airwave coverage until the full roll out of the new network is completed. The additional costs of the airwave extension will be covered by the Home Office from November 2019. Fire and Rescue Services should not see an increase in costs. Some neighbouring Fire and Rescue Services not included in the North West group (E.G. North Wales &amp; Scotland) are working to differing timescales and there will be a need to maintain an interworking solution past the anticipated go live date for the North West. The costs of the interworking solution are not yet known.</p>					

1535		COLLABORATIVE DRONE PROJECT (PILOT)			
PROJECT SPONSOR		Assistant Chief Fire Officer, Operational Assurance and Service Improvement	PROJECT MANAGER		Station Manager - Operational Policy and Assurance
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)			
					
<b>Programme Update</b>					
<p>The operational demand for the drone from Fire has been low. However it was deployed at a recent Major Incident Standby at Ellesmere Port and was able to successfully relay live Fire ground images to Joint Tactical Command Centre which greatly enhanced the situational awareness at a Tactical level.</p> <p>There remain some IT based issues enabling the streaming of live video feed via our Command Unit.</p> <p>The trial is highlighting some differences between Fire &amp; Police operating models which needs to be looked at more closely.</p> <p>The next Drones Project Board is scheduled for 30<sup>th</sup> October 2018.</p>					

1540		AERIAL LADDER PLATFORM REVIEW			
PROJECT SPONSOR		Assistant Chief Fire Officer, Operational Assurance and Service Improvement	PROJECT MANAGER		Station Manager
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)			
N/A					
<b>Programme Update</b>					
<p>A 12 month review of Aerial Ladder Platform (ALP) mobilisations has now been undertaken (July 2017 - July 2018). ALP mobilising data has been analysed and all incidents types throughout the county have now been captured in tabature form. The incident data has been plotted onto maps for easy reference and these maps have now been uploaded into a presentation for Fire Authority Members. This data, together with previous recommendations on the IRMP review of the 3rd aerial appliance at Macclesfield will be presented to Members.</p>					

Note - If the Fire Authority determines that the Hydraulic Platform at Macclesfield should be replaced, a further project in order to clarify the best available high reach appliance should be initiated. This project would be led by the Fleet Services Manager and be supported by a representative from Service Delivery, OPA and the Service Review Team.

1554		PROTECTION REVIEW	
PROJECT SPONSOR		Assistant Chief Fire Officer, Operational Assurance and Service Improvement	PROJECT MANAGER
			Head of Protection and Organisational Performance
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)	
N/A			
Programme Update			
<p>The project team are focusing on the outcomes of the Hackitt Review of Building Regulations and Fire Safety with the aim of ensuring that the protection department has the capability and capacity to meet future needs. The project team is currently in the research phase, which will culminate in a report.</p> <p>The project team are finding it difficult to assess some of the implications from the Hackitt review because of a lack of clarity which is exacerbated because Government has not yet provided its full response and implementation plan. For example, the proposed Joint Combined Authority, Safety Case Reviews, and competency and accreditation requirements are as yet uncertain and undefined. It is anticipated that things will become clearer over the next couple of months.</p> <p>To compliment the research the team have set-up a 'survey monkey' to gather the thoughts of Protection staff and meetings are being set up with other services to share ideas and compare/review options for future delivery of fire protection.</p>			

1553		OPERATIONAL TRAINING GROUP REVIEW	
PROJECT SPONSOR		Assistant Chief Fire Officer, Operational Assurance and Service Improvement	PROJECT MANAGER
		Head of Operational Policy and Assurance	
Previous status	Current status	<u>Mitigating steps</u> (where status is red or amber)	
N/A		The absence of identifying a duty system and team structure in collaboration will now create slippage against the original programme which will be re-aligned following the next SWG meeting.	
<b>Programme Update</b>			
<p>The Strategic Working Group (SWG) met on the 25th September 18 following four previous meetings. The instructors on the SWG informed that the duty system and team structure options they had previously been presented with had been discussed with the Operational Training Group and found not to be workable. Management presented a 42 hour week grey book compliant duty system to the group and asked the SWG to discuss it with the instructors and feedback to the SWG at the next meeting. The SWG were also asked to investigate a self-rostering duty system option and present the findings at the next SWG meeting on 23rd October 18.</p> <p>Following the SWG meeting on the 25<sup>th</sup> September 18, the group have met again following briefing sessions by the AM OPA and ACFO to Operational Training and Command Training (CTG) teams when the idea of merging both teams in the future was presented. Therefore, the SWG now includes two representatives from CTG who are in addition to the original group members and met on the 30<sup>th</sup> October 18. Management presented a proposal of a new structure which met the new proposal of merging the teams and remained within budget. The group have been tasked with reviewing the structure, propose an alternative if required and investigate a duty system which will satisfy the demands of a joint training team for the next meeting in December.</p>			

## RISK MANAGEMENT

CPS Ref	Risk Detail	Risk Owner	Risk Score	Progress Update
<b>1226: BLUE LIGHT COLLABORATION (BLC) PROGRAMME – Multi Force Shared Service and Oracle Cloud Applications</b>				
Please note the risks below relate to Cheshire Fire and Rescue Services on-boarding to Oracle Cloud Applications. This is an underpinning element of the BLC Joint Corporate Services project and will see CFRS joining the Multi Force Shared Service which is a back office shared service collaboration. CFRS and the 4 existing partners will upgrade to a new version of Oracle known as Oracle Cloud Apps in April 2019.				
987	<u>Multi Forced Shared Service (MFSS)</u>  As a result of the introduction of a new version of Oracle and unfamiliarity with the changes in technology there is a risk that technical challenges could lead to delays in data migration and external system integration testing.	MFSS Project Manager	16 	This risk has now occurred and has become an issue. However it is still a risk to the project, specific issues have been caused due to the lack of system knowledge.
979	<u>Multi Forced Shared Service (MFSS)</u>  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.  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.	MFSS Project Manager	16 	Risk increased from 12 to 16.  The likelihood of this risk has increased due to issues encountered during the most recent round of data migration where it was highlighted that migrating data for 5 partners will take longer than the window allocated in the plan.
992	<u>Multi Forced Shared Service (MFSS)</u>  As a result of a significant amount of defects found within Oracle Cloud during testing	MFSS Project Manager	20	New Risk added October 18  Controls: <ul style="list-style-type: none"> <li>• Prioritisation given by staff to review, re-test and fix defects. Ensure that future details of defects are clear and concise to</li> </ul>

	<p>there is a risk that progression into the future phases of the project will be delayed if the number of defects can't be satisfactorily fixed.</p> <p>This may result in in delays to the planned go live date and further significant costs.</p>			<p>limit repeated communication.</p> <ul style="list-style-type: none"> <li>• Prioritisation and objective assessment of severity of defects which will enable us to take a risk based view of whether a particular defect is acceptable to move forward to go-live.</li> </ul>
993	<p><u>Multi Forced Shared Service (MFSS)</u></p> <p>As a result of lack of dedicated project resources to work on the CFRS elements of the MFSS Programme there is a risk that key task and milestones will be missed, work will be rushed and the staff will become over worked.</p> <p>This may result in the quality of the work produced being compromised, key deliverables being delayed and possible stress related illness in staff. This could also result in go live timescales being pushed back.</p>	MFSS Project Manager	16	<p>New Risk added October 18</p> <p>Controls:</p> <ul style="list-style-type: none"> <li>• Development of resource profile for the remainder of the programme to highlight key pinch points in the project and when key resource is required.</li> <li>• Regular meetings with Heads of Departments to discuss resourcing concerns.</li> <li>• Involvement of the wider teams, including the Police teams to provide resilience for example having multi organisation testing teams.</li> </ul>
1226: BLUE LIGHT COLLABORATION (BLC) PROGRAMME				
950	<p>BLC - 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>	Director of Governance and Commissioning	16 ➔	<p>Work is developing with regular meetings arranged to consider performance and ways of working.</p>

## ISSUE MANAGEMENT

CPS Ref	Issue Detail	Issue Owner	Progress Update
<b>1313: ESMCP - Financial Implications to the Service should the Airwave contract need extending beyond 2020</b>			
970	As a result of slippage/delay in the ESMCP Programme nationally the Airwave TETRA network will need to remain operational beyond March 2020	Station Manager - Operational Policy and Assurance	<p>Following on from the recent Performance and Programme Board it was decided that this risk is now an issue as it has been agreed the airwave contract will be extended.</p> <p>There may be additional risks identified from the airwave contact extension however at this time they are not known.</p> <p>Update - Following the regional ESN meeting held on the 19th October a firm three year extension has now been agreed with a possibility of a further extension to total 10 years if need be, to ensure ongoing airwave coverage until the full roll out of the new network is completed.</p>
<b>1226: BLUE LIGHT COLLABORATION PROGRAMME</b>			
987	MFSS – As a result of the introduction of a new version of Oracle and unfamiliarity with the changes in technology issues have been caused due to the lack of system knowledge.	MFSS Project Manager	This was identified as a risk but it has now occurred and has therefore been added to the issue log.