



<b>Meeting</b>	<b>Service Leadership Team</b>	<b>Agenda no.</b>	<b>5a</b>
	<b>Performance and Resources Board</b>		<b>13</b>
<b>Meeting Date</b>	<b>14 December 2021</b>		
	<b>21 December 2021</b>		
<b>Report Authors:</b>	<b>AM Neil Fenwick, Amanda Johnson</b>		
<b>Presented By</b>	<b>ACFO Moira Bruin</b>		
<b>Subject</b>	<b>Grenfell Phase 1 High Level Action Plan - Update</b>		
<b>Type of Report:</b>	<b>Information</b>		
<b>Action Point No.</b>		<b>For Publication</b>	<b>Yes</b>

## RECOMMENDATIONS

To note proposals to improve the governance and assurance of the Phase 1 Grenfell Action Plan recommendations.

## EXECUTIVE SUMMARY

At the beginning of September 2021, a decision was made to improve the governance and monitoring applied to the Action Plan, to ensure consistent progress is made in all areas moving forwards, by moving the Action Plan into a formal project with to enable wider corporate oversight and ownership.

At this time, it was also decided to reassign new owners to the recommendations, to ensure that the necessary work could be re-invigorated and improve the accountability required. This coincided with the change of roles and responsibilities of the Area Managers and has resulted in the realignment to those roles to reflect this.

## BACKGROUND

Following the Grenfell fire on 14 June 2017, ECFRS took immediate action including (Paper 18-295, SLT agenda item 6a: 16/10/2018):

- Critical Incident Team (CIT) stood up to prioritise and oversee an immediate response
- NFCC sit-reps and guidance were received and actioned which resulted in an immediate assessment of risk in Essex high rise buildings
- Immediate implementation of a targeted inspection programme for high rise residential buildings, including identification of cladding and substandard fire doors. Where issues were identified – arrangements for the building were reviewed, control measures were agreed with the duty-holder and information shared with operational crews

- Review and risk assessment of ‘stay-put’ policy in line with NFCC guidance
- An immediate and extensive campaign; including face to face engagement aimed at reassuring high rise residents in Essex

NFCC – Grenfell Tower Inquiry. On 16 December 2019, a briefing pack was received from the NFCC Chair, Roy Wilsher detailing the NFCC response to the Grenfell Tower Inquiry recommendations. The NFCC Central Programme Office co-ordinated the fire national response to the recommendations made by the Grenfell Tower Inquiry and sought response to their survey. The ECFRS responded by the deadline of 10 January.

Until September 2021 the reporting and leadership sat with the Protection team within ECFRS.

## **OPTIONS AND ANALYSIS**

In order to re-invigorate the Action Plan and re-assign owners, the following the decisions and proposals have been considered and implemented:

1. Our proposal for improvement is to add additional governance and support to the recommendation action owners by setting the Grenfell Action Plan as a strategically aligned project and move the delivery of the Grenfell Action Plan into a formal project with ECFRS Change Programme. This will improve governance and drive accountability of the actions.
  - a. The SRO is the Director of Operations, ACFO Bruin,
  - b. The Sponsor is the Assistant Director for Change and Operations Policy, AM Neil Fenwick
  - c. The Project Manager is the Senior Projects Manager for Collaboration, Amanda Johnson,
  - d. GM David Reid has been appointed Grenfell Lead,
  - e. Finance have agreed to be part of the Project Team to provide financial scrutiny against the allocated funding. The current financial overview is provided in Appendix A,
  - f. A draft PID has been written – Appendix B, and needs to be agreed at the project board and via the governance process,
  - g. The first formal project board will convene on 4<sup>th</sup> January 2022 (due to diary commitments this is the earliest that could be arranged). Draft ToR in Appendix C,
  - h. A critical path of reporting requirements has been created to ensure all reporting dates are met,
  - i. Risk management will stay as now, with the current corporate risks,
  - j. MS Planner will continue to be used to allocate responsibilities and deliver against the actions.
2. The Action Plan is being reviewed and cross-referred to MS Planner, with a view to:
  - a. Ensuring each recommendation is owned by one named Assistant Director. The recommendations and actions are now split into the relevant departments to facilitate clarity of accountability.
  - b. The AD’s will then ensure each Action has a named owner,
  - c. Each Action will be reviewed to ascertain its status and whether it is:
    - i. Not started
    - ii. Closed and Assured – there is suitable and sufficient evidence, which is accessible, that the action is completed to the required standard within the recommendation,

- iii. Closed, Assurance required – the Board still requires suitable, sufficient, and accessible evidence of closure,
      - iv. Open, Progressing – the Action is still open, but is progressing within scope, quality and stated timeframes
      - v. Open, Not Progressing – the Action is still open, but requires performance managing to progress.
    - d. Each Action will be numbered to facilitate cross-referencing,
    - e. The forecast completion dates will be reviewed, and new ones proposed (to be agreed by the Project Board) if necessary,
3. A 'Dashboard' view of the Action Plan as it sits within MS Planner will be created. It will give a view of the status of each action, its assurance of delivery and financial scrutiny, for review at the Project Board and will be core to the quarterly report to SLT and P&R Board.
4. Assurance of actions completed is a significant focus for HMICFRS, so we are looking at how to improve this. In order to progress this the following options are being considered:
- a. To build a library of evidence for each action, and record in the reporting that it has been assured internally, and whether that the evidence is strong or if there is further action to be taken. This internal assurance process needs to be developed and resourced, but options for this are to use Ops Assurance or GM Reid.
  - b. The desire is to then build some independent objective scrutiny. Discussions are in place around using a regional peer review approach (like that used for the Protection Improvement Plan) to pick up areas where the evidence needs to be strengthened and cross referenced. Bedfordshire have offered to conduct a peer review exercise over the Grenfell Action Plan if we could reciprocate. Options for resourcing this are to use Ops Assurance or GM Reid. Timescales need to be agreed.
5. The proposal is for the Project Board to meet monthly, to focus on standing agenda items:
- a. Receive an update on the Dashboard
  - b. Review the associated corporate risks and any emerging issues,
  - c. Assure Actions to be closed
  - d. Performance Manage actions not progressing
  - e. Review deferral requests/change notices for Actions not meeting their time, cost, or quality aspects,
  - f. Receive a financial scrutiny update on funding and costs.

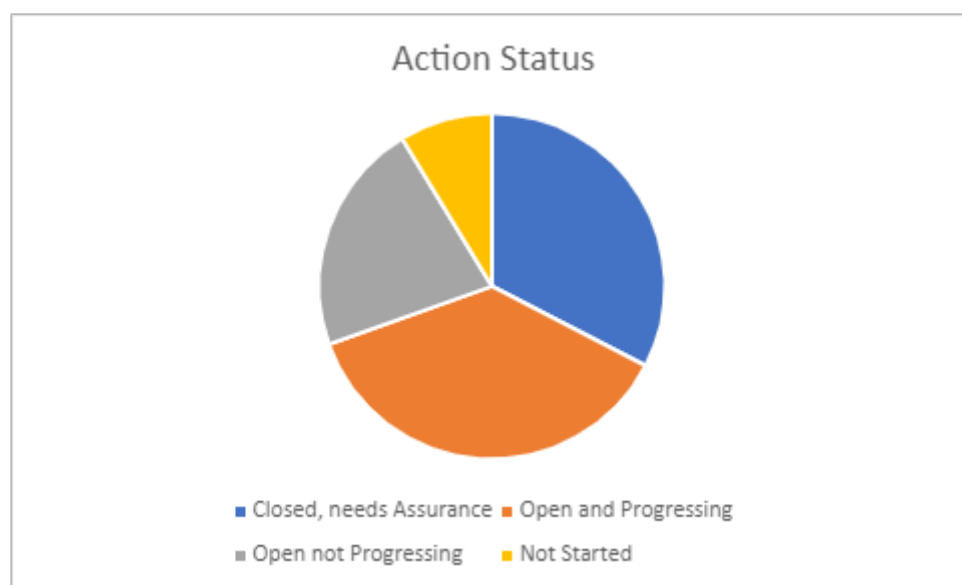
The alternative will be to remain within the current reporting mechanism which does not provide as robust a monitoring and control process.

## CURRENT POSITION

Gap Analysis spreadsheet is in Appendix D

GM Reid has reviewed both the ECFRS original Grenfell Tower gap analysis and UK Government website highlighting the progress made by the London Fire Brigade following the 46 recommendations published by Sir Martin Moore-Bick (see link below): [Progress against the Grenfell Tower Inquiry Phase 1 Recommendations, September 2021 \(accessible\) - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/news/progress-against-the-grenfell-tower-inquiry-phase-1-recommendations-september-2021)

There is a dashboard tab at the start showing current statuses. This is a snapshot of that dashboard.



The main page of the spreadsheet is now up to date highlighting each recommendation/action has only one ECFRS department owner (column D). The 46 recommendations are now the responsibility of six ECFRS departments:

1. Technical Fire Safety – own 15 actions
2. Ops Policy – own 16 actions
3. Emergency Planning – own 6 actions
4. Service Control – own 6 actions
5. L&D – own 2 actions
6. Ops Assurance – own 1 action

Column G now highlights the status of the Action, either:

- Closed, fully Assured
- Closed, needs Assurance
- Open and Progressing
- Open not Progressing
- Not Started

The next step is to hold a meeting with Area Manager's to confirm ECFRS department ownership of each action that requires evidence of current progress or completion and finally evidence of assurance (column H). Once Area Managers agree action owners

are appropriate, MS Planner will need to be updated to reflect the amendments to the spreadsheet – agreement will be needed on who does this.

The spreadsheet is still a work in progress as it has taken a bit longer than expected to update the content. We are looking to hold the first Project Board in December but is diary dependant.

## **RISKS AND MITIGATIONS**

SRR150010: 'There is a risk that the Service fails to, or is unable to, implement appropriately the learning from local/national incidents, audit reports, case studies, changes/interpretation to law/regulations in an effective and timely way.' Other strategic risks which are relevant are SRR150014, SRR150015, SRR150020, and SRR150017.

In addition to the above Corporate Risk, it is recognised that HMICFRS are likely to make a number of recommendations into the delivery of the Action Plan and they will be incorporated and responded too when received.

## **LINKS TO FIRE AND RESCUE PLAN**

Links to the Fire and Rescue Plan:

- Make best use of our resources
- Annual Plan AP202122- 08

## **FINANCIAL IMPLICATIONS**

Anticipated financial impact post Grenfell Inquiry Phase 2, due to increased resourcing, training and Protection activity. It is yet unclear, however, the Local Government Association (LGA) and National Fire Chiefs Council (NFCC) anticipate new burdens around this area of Fire and Rescue Service delivery, although it is yet unclear if this will affect FRS funding, post Grenfell Inquiry. Some Financial Mitigation has been provided by the release of £317k of Central Government funding to ECFRS. This funding has been allocated and has resulted in additional members of staff and increased training for existing staff.

Additional grant conditions included requiring each FRS to:

- Ensure we make smoke hoods appropriately available on front line appliances, where we do not already have these. This was specifically recommended by the Inquiry for the adoption by all services (recommendation 33.22g).
- Fund a local Grenfell recommendations co-ordination function where not already in place.
- Fund other locally determined activity to respond to the Inquiry's recommendations and improve resilience to major fires.

Finance detail will be provided, monitored, and updated from returns to the Fire Strategy & Reform Unit required:

- 30<sup>th</sup> October 2021
- 30<sup>th</sup> March 2022
- 30<sup>th</sup> September 2022

Financial scrutiny will be improved with Finance as part of the proposed Project Team.

## **LEGAL IMPLICATIONS**

Changes to Fire Safety legislation are anticipated following Grenfell Inquiry Phase 2 which is likely to drive changes inspection regimes and statutory responsibilities in high rise residential buildings. This has driven changes to ECFRS Protection Strategy which has been reviewed to take this into account. The strategy and the accompanying Risk Based Inspection Programme have been approved.

## **STAFFING IMPLICATIONS**

Proposed project resources and project management team structure are stated in the Draft PID [para. 2.3 and 4]

## **EQUALITY AND DIVERSITY IMPLICATIONS**

We have considered whether individuals with protected characteristics will be disadvantaged as a consequence of the actions being taken. Due regard has also been given to whether there is impact on each of the following protected groups as defined within the Equality Act 2010:

Race	No	Religion or belief	No
Sex	No	Gender reassignment	No
Age	No	Pregnancy & maternity	No
Disability	No	Marriage and Civil Partnership	No
Sexual orientation	No		

## **HEALTH AND SAFETY IMPLICATIONS**

Under the Health and Safety at Work Act etc 1974 we have a duty to protect the Health, Safety and Welfare at work of all employees as well as others who may be affected by our work including the general public. The Management of Health and Safety at Work Regulations 1999 also identifies our obligation to continually assess risks. The proposed piece of work seeks to identify any gaps in the approach to the management of operational risk in relation to high rise residential fire procedures and ultimately to contribute to the Health and Safety of responders and residents of High-Rise residential buildings

## **CONSULTATION AND ENGAGEMENT**

The Action Plan, once aligned and refocused will be sent to the representative bodies for information only at this time.

## **FUTURE PLANS**

We will look to implement all recommendations following Grenfell Inquiry

## **LIST OF BACKGROUND PAPERS AND APPENDICES**

- Appendix A – Financial Overview
- Appendix B – Draft PID
- Appendix C – Draft Project Board ToR
- Appendix D – Grenfell Action Plan overview