



<b>Meeting</b>	<b>Performance and Resources Board</b>	<b>Agenda no.</b>	<b>13</b>
<b>Meeting Date</b>	<b>26 May 2022</b>		
<b>Report Authors:</b>	<b>AM Neil Fenwick, Amanda Johnson</b>		
<b>Presented By</b>	<b>Chris Parker, Director of Operations</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>N/A</b>	<b>For Publication</b>	<b>Yes</b>

## **RECOMMENDATIONS**

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

## **EXECUTIVE SUMMARY**

Following proposals agreed in December to improve the Governance and Assurance of the Grenfell Action Plan by moving into a formal project, monthly Project Boards have been in place since January 2022.

The Terms of Reference have been reviewed and the Board is now chaired by the new Director of Operations.

## **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.

From January 2022 the Grenfell Action Plan is a Project in its own right: Sponsor is the Assistant Director for Change and Operations Policy, AM Neil Fenwick, the Project Manager is the Senior Projects Manager for Collaboration, Amanda Johnson and GM David Reid has been appointed Grenfell Lead.

## OPTIONS AND ANALYSIS

Progress made to date is as follows:

### 1) Terms of Reference – Appendix A.

These have been reviewed, updated, and agreed at Project Board. Key updates are:

- a) Change of Chair to the new Director of Operations (following role changes)
- b) Agreement of quorate membership
- c) Inclusion of standing agenda items for Finance, Risk Management and Communications

### 2) New Assurance Framework – Appendix B.

This has been agreed as a four-step process, ensuring that there is clear criteria to change the status of an action to assure that the action has been fully completed in a sustainable and evidenced way.

An external peer review framework is being progressed. Suffolk, Cambridge, Norfolk, and Beds signed up; Kent expressed interest and awaiting interest from Hertfordshire. The aim would be to work in collaboration as partners around the region to ensure learning is made available alongside the development of good practice, whilst not causing any delays to the delivery of the action plan against timescales within each Service. The provisional objectives are to act as:

- A forum which could offer support and ideas for a Service not progressing their actions as well as they would wish to,
- A forum to discuss activities which would support good practice around Grenfell such as Communication strategies and Community involvement,
- Develop a mechanism to share operational learning from exercises, e.g. through NOL, which relate specifically to Grenfell.

### 3) Dashboard update.

a) MS Planner is now in place to manage the activity required to meet the recommendations. Guidance has been written and circulated to all action owners to help ensure a consistent level of updates is achieved. The Grenfell Recommendations Action plan now has 'Buckets' to reflect each of the statuses we have set for the Actions:

- **Open, Not Progressing** – the Action is still open, may require performance managing to progress, has other blockers or is awaiting national guidance/legislation. A label indicating the 'blocker' will be used for reporting and review purposes.

- **Open, Progressing** – the Action is still open, and is progressing within scope, quality and stated timeframes.
- **Closed awaiting Assurance** – Levels 1 and 2 of the Assurance framework have been completed and is with Operational Assurance for Level 3 assurance.
- **Closed Assured** – Operational Assurance have confirmed there is suitable and sufficient evidence, which is accessible, that the action is completed to the required standard within the Assurance Framework and meets the original requirements. Project Board have verified this and made decision to Close the Action. Every action has a specified owner, priority, forecast end date and a Definition of Done which drives the checklist and evidence log required to define completion within the Assurance Framework.

b) Dashboard Update on Actions within the Grenfell Plan.

i) Number of actions by Owner:

- AD/AM Prevention and Protection • Emergency Planning - 16
- AM Prevention, Protection & Response • Operations - 10
- AD/AM Prevention, Protection and Response • Health & Safety - 4
- AD/AM Operational and Strategic Support - 12
- Assistant Chief Executive • People Values and Culture - 3

ii) Status of Actions:

- Open, Not Progressing 11.  
The 11 actions outstanding in open not progressing are owned by Protection and all actions relate to the Responsible Person (building owners). These actions will be ongoing due to expected changes in legislation. Monthly meetings are taking place update on progress provided at each meeting. Next scheduled GTI actions meeting takes place on Monday 16<sup>th</sup> May 2022.
- Open Progressing 20.  
Assigned to Protection, Control and Ops Policy). All Group Managers are expected to provide a progress update at the next GTI actions meeting on Monday 16<sup>th</sup> May 2022.
- Complete needs Assurance 13.  
These will now go to Ops Assurance for a level 3 assurance, and in particular to check that any training or learning has been planned for and can be audited.
- Completed Assured  
This one will be verified at the next Grenfell Board on 26<sup>th</sup> May.

- 4) Proposal to use pdrPro and learnPro to develop sustainable, fully reportable and auditable assurance for the Service, of what it has put into place following Grenfell to ensure skills and learning remain current for existing personnel and accessible for new personnel. Examples are:
  - a) The use of the Core Skills Assessment within pdrPro e.g. If there is learning requiring a refresher cycle, from exercises, equipment, core skills which impact our people and their competency, these elements will be added against roles within pdrPro;
  - b) Use of learnPro to enable pdrPro-learnPro links to presentations and individual assessments for all users. The frequency of assessment must be indicated.
  - c) A one-off Mandatory Training element within pdrPro or learnPro.

This will be discussed at the next Project Board, and how this could be progressed through Ops Policy, Ops Training and the pdrPro User Group (PUG).

- 5) New Comms Strategy – Appendix C.  
This focusses both internally and externally.
  - a) Develop key messaging grid
  - b) Video explaining what we are doing for sharing on our external channels and to partner networks
  - c) General media release detailing actions so far and why it is important we are doing what we are doing
  - d) Identify learning from Morello Quarter court action and look at how we can move this forward
  - e) Hold bespoke engagement sessions/prepare briefings to elected members/advocates
  - f) Hold bespoke business/developer engagement sessions

Sign off for media/comms activity will be AD/AM Operational and Strategic Support.

The first of these messages was the media activity following the Op Lego multi agency training exercise in Southend, which exercised a number of new procedures and equipment for high-rise fire response, including the use of smoke hoods, smoke curtains and the electronic evacuation board (as the first in the region to implement)

- 6) Links and impacts on Grenfell of the following are monitored by the Project Board:
  - a) State of Fire
  - b) New Protection Standard (Fire Standards)
  - c) Revised Building Safety Regulations
  - d) National Operational Guidance
  - e) White Paper

An example of this is embedding a new process or by training differently with new equipment or through policy change identified through NOL/JOL or N.O.G etc. through Ops Assurance.

- 7) Home Office visit. Following the success of Op Lego, the home office lead for Grenfell is keen to speak to us around our plans for ensuring all Grenfell related activity is sustainable and how we can use JOL to disseminate learning from activity such as Op Lego. A meeting is being arranged for the end of May.

8) NFCC Return on progress is due in July and will be reviewed by Chris Parker, Director of Operations and Jo Thornicroft, PFCC Office before submission.

## **RISKS AND MITIGATIONS**

The following Corporate Risk has been agreed at Project Board and we are working with the Risk Lead Officer to get it added to JCAD

“Failure to progress the implementation of the recommendations from the Grenfell Tower Inquiry’s Phase 1 report”

Mitigation: Post Grenfell Action Plan and Project

## **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**

Appendix D is the Financial Report for the Protection Uplift Grant to 30th April 2022.

## **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 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	N	Religion or belief	N
Sex	N	Gender reassignment	N
Age	N	Pregnancy & maternity	N
Disability	N	Marriage and Civil Partnership	N
Sexual orientation	N		

The Core Code of Ethics Fire Standard has been fully considered and incorporated into the proposals outlined in this paper.

## **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 Project has a Communications Strategy where appropriate consultation and engagement is considered.

Engagement with Rep Bodies will be undertaken by the project Sponsor through the standard JNCC process.

## **FUTURE PLANS**

We will look to implement all recommendations following Grenfell Inquiry

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

Appendix A – revised Terms of Reference for Project Board

Appendix B – New Assurance Framework

Appendix C – Comms Strategy

Appendix D – Protection Update finance report