



Meeting	Performance and Resources Board	Agenda no.	9
Meeting Date	23 February 2022		
Report Author/s	Assistant Director for Change and Operations Policy, Area Manager Neil Fenwick Amanda Johnson, Senior Projects Manager		
Presented By	Moira Bruin – Deputy Chief Fire Officer		
Subject	Grenfell Phase 1 High Level Action Plan - Update		
Type of Report:	Information		
Action Point No.		Publication	Yes

RECOMMENDATIONS

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

EXECUTIVE SUMMARY

Following proposals agreed in December 2021 to improve the Governance and Assurance of the Grenfell Action Plan by moving into a formal project, the first Project Board was held on 4 January.

Monthly Project Board meetings are planned until April, when the Membership and Chair will be reviewed and amended as necessary.

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. The Board is currently chaired by DCFO Moira Bruin.

OPTIONS AND ANALYSIS

The team made the quarterly return to the NFCC as required by 22 January 2022. A copy of the return is provided in Appendix A.

At the first Project Board on 4 January, the following was agreed:

- Terms of Reference for the project Board,
- PID agreed for the Grenfell Action Plan to formalised into a project,
- That every action will have a single owner. Role, not name, to 'future proof' due to individuals moving roles. Board members will be the action owners and update the Project Board by exception (blockers/new risks/risks moved to issues). This will be a standing agenda item. Action owners responsible for delivery via their GM's whose responsibility will be to involve relevant persons to ensure delivery in on time/to cost/to the required assurance level (Definition of Done) with evidence.
- The project Board will be the approval route for the Grenfell budgeting requirements. If an Action Owner requires budget, then firstly approach finance team, if any issues this will be raised to the Project Board and further escalated to SLT if required

Project Board actions currently being worked on are:

- Formal addition of Grenfell to the Strategic Change programme
- Reporting templates – the aim is to mirror how reporting is presented for the Annual Plan which show timescales/priority/dependencies
- All actions
- All Actions will, whether live or closed, have a 'Definition of Done'. This will determine the level 1 assurance required and inform what is required in the Evidence Log of Assurance,
- MS Planner will be the mechanism used to manage the actions to enable reporting to reflect that for the Annual Plan around the status and assurance evidence for each action,

- All Actions will have an indication of the financials required for successful delivery and the source of funding; and the Project Board will be provided with a financial update on:
 - Budgets/forecast
 - HO reporting compliance
 - Anything that needs escalating
 - Assurance of what the funding is being spent on
- The February Project Board will be provided with details on where the impacts are being worked on and is it suitable and sufficient, and is assurance being considered for the following:
 - State of Fire
 - New Protection Standard
 - NOG for tall buildings
 - White paper
- Development of a Communications Strategy (internal and external). Draft to be presented at the February Project Board.

Impacts of the above are:

- For Actions which are Closed Pending Assurance the Board owner (AM) needs to determine that the processes and data behind the evidence presented is accurate and it meets the required assurance level (Definition of Done). The suggested approach is to use the HMICFRS style of 'reality' check where a triangulation of assurance is completed – sponsor, activity lead and delivery/tactical lead can all confirm that the action is complete.
- Once the Board owner is assured that the evidence is suitable and sufficient to approve Closure, the Action will be deemed Closed and Assured.
- To manage and support the AMs in completing the assurance, a monthly group meeting with the AMs will be set-up to will go through all actions and make notes/updates as required straight into Planner. The Grenfell Project Lead will go through the open actions for update and the Project Manager will go through what assurance is required to get fully closed. [This replicates the process used for the Annual Plan].

Plans for next quarter are:

- Monthly Project Boards in place for next three months – next Project Board is 10 February,
- Hold the first Actions Update / Assurance meeting with the Action owners on 14 February,
- Review Project Board Terms of Reference and Chair (due to changing roles) in three months.

RISKS AND MITIGATIONS

It was proposed at Project Board to manage this project under the existing corporate risks and be reported by exception to the Project Board. However, following discussions with the ECFRS Risk Lead Officer and DCFO around whether the project would be adequately managed and reported, there is a proposal that it would be more beneficial to have a dedicated strategic risk for Grenfell, similar to our approach for the On-Call programme. This will be discussed at the next Project Board on 10 February.

In addition to the above, it is recognised that HMICFRS is 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

- 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:

- 30th March 2022
- 30th 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 characteristic 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 Quality 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		

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 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 – NFCC Return 22 January 2022