

## Marie Curie Action Plan

## APPENDIX 1

Last updated: Weekly Marie Curie Meeting - 27 February

<b>Progress Rating</b>	<b>Description</b>
Off Track	The action has not been completed by its due date and a revised date has not been agreed.
At Risk	These actions may miss or have missed their due date. However, revised completion dates have been agreed.
On Track	These actions will be completed by their assigned due date
Completed	This is an action which has been Completed.

### Marie Curie Recommendations

#### Status:

- **14 Actions**
- **5 are Complete**
- **6 are On Track**
- **3 are at Risk**
- **0 are Off Track**

**Recommendation 1:** A suitably competent person should review the fire risk assessments and compartmentation surveys for Marie Curie and write a fire strategy for the building.

<b>Council Response (September 2022)</b>				
The Council is currently undertaking a Qualitative Design Review (QDR) for Marie Curie. A QDR brings together a range of different stakeholders (such as fire engineers, contractors, consultants and clients) to determine the works that may be needed to bring the fire risk for the building at an acceptable level.				
<b>Action Plan</b>				
<b>Action</b>	<b>Description</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Status</b>
1.1	QDR to review the Fire Risk Assessment	Investment Service	28 February 2023	Complete
1.2	QDR to review the compartmentation surveys	Investment Service	28 February 2023	Complete
1.3	QDR to write Fire Strategy for the building	Investment Service	28 February 2023	At Risk (Revised date - April 2023)

**Recommendation 2:** Fire safety works to Marie Curie should be undertaken in line with the fire strategy written.

<b>Council Response (September 2022)</b>				
As discussed above, the QDR will determine the fire safety works that need to be undertaken, these will be in line with the Fire Strategy, which will also be an output of the QDR. An output of the QDR will result in an appropriate Fire Strategy for Marie Curie being in place.				
<b>Action Plan</b>				
<b>Action</b>	<b>Description</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Status</b>
2.1	QDR to determine works that need to be undertaken (to reflect the Fire Strategy).	Investment Service	28 February 2023	At Risk (Revised date - April 2023)
2.2	Conduct Phase 1 works	Investment Service	Commence during 2023	On Track
2.3	Conduct Phase 2 works	Investment Service	Commence when the building is empty	At Risk (Dependent on the QDR, estimated September 2023)

**Recommendation 3:** Third-party accredited contractors should be used to carry out the fire safety works at Marie Curie noted in the fire strategy.

<b>Council Response (September 2022)</b>				
Formally appointed and competent third-party accredited contractors will conduct the relevant works. The Employers Requirements (which outline what the Council requires of the consultants and contractors) will stipulate this.				
<b>Action Plan</b>				
<b>Action</b>	<b>Description</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Status</b>
3.1	Review competencies of contractor who will be conducting these works	Investment Service	During 2023 (before works begin)	On Track
3.2	Share the contractors who will be conducting the works.	Investment Service	During 2023 (before works begin)	On Track

**Recommendation 4:** Adequate oversight of the fire safety works at Marie Curie should be in place.

<b>Council Response (September 2022)</b>				
The Council will assign a Clerk of Works to add an additional level of supervision for these works, which will give assurance that the specification and best practice are being followed.				
<b>Action Plan</b>				
<b>Action</b>	<b>Description</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Status</b>
4.1	Consultant to assign a Clerk of Works for the works at Marie Curie.	Investment Service	2023 (when works begin)	On Track

**Recommendation 5:** Going forward, the fire strategy should be available to anyone undertaking works to Marie Curie that may affect fire safety measures.

<b>Council Response (September 2022)</b>				
This is needed to ensure no material change will affect fire strategy and will be managed as part of our Building Safety Team, and the implementation of 'Authority to Proceed' process				
<b>Action Plan</b>				
<b>Action</b>	<b>Description</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Status</b>
5.1	Develop a register of relevant contractors	Building Safety Service	November 2022	Complete
5.2	Conduct audits of the Council's management of relevant contractors	Building Safety Service	January 2023 – December 2023	On Track
<p>The Building Safety Service has developed a register of relevant contractors and it conducts audits of the management of these contractors. This will include checking that the appropriate documents, including fire strategies, are given to anyone undertaking works at Marie Curie and other buildings. Where documents are not given to contractors, that contractor's authority to proceed for that building may be withdrawn.</p> <p>This will also be supported by the documents within the BSMS. This will allow for the audits to be undertaken during the future. The documents are discussed by the BSMS briefing.</p>				

**Recommendation 6:** Future works at Marie Curie House should include fire safety considerations, provided by a suitably competent person and informed by the fire strategy.

<b>Council Response (September 2022)</b>
The project team is evaluated at the point of the feasibility (scope of works) to ensure the relevant engagement of competent persons are employed to deliver the works.

Action Plan				
Action	Description	Responsible	Due Date	Status
There are no actions for this at the moment, as this applies to future works at Marie Curie (rather than the works planned for 2023).				

**Recommendation 7:** Future fire risk assessments at Marie Curie House should be undertaken by a suitably competent individual and informed by the fire strategy. The scope of the fire risk assessments should include fire safety measures within flats where they can be expected to affect occupants of other flats. Future fire risk assessments should also include inspection of all communal areas of the building, including ceiling voids.

Council Response (September 2022)				
FRAs are undertaken by suitably qualified/competent Fire Safety Surveyors. The Council is currently upskilling surveyors as part of its competency programme around new legislation.				
As part of the Building & Fire Safety Process, a monthly Interdepartmental Meeting is undertaken with key stakeholders (Resident Services, Building Safety Managers, Repairs Surveyors and Major Works Project Managers) to review FRA Tasks and HHSRS reporting to ensure any potential issues identified within a property are raised.				
For the assessment of risk within the flats, the Council will be using HHSRS (Housing Health and Safety Rating System). HHSRS is a scoring system used to measure hazards within a flat. It looks at 29 different hazards, including fire. The Council has set up a new Fire Safety meeting which is attended by officers from the across Housing and Modernisation Department. When Council officers go within flats (this could be for a range of reasons, including conducting a repair or a tenancy visit), they may find an HHSRS hazard. The new Fire Safety meeting will allow officers to report these hazards, so that the appropriate actions can be taken to address them.				
Future FRAs at Marie Curie will consider the fire strategy and they will look at all the communal areas of the building, including ceiling voids.				
Action Plan				
Action	Description	Responsible	Due Date	Status
The actions relating to the upskilling of the Fire Safety Surveyors are discussed below (see recommendation 11 and actions 11.1 to 11.3).				
7.1	Review the approach to the Interdepartmental Meetings	Building Safety Service and Engineering Service	December 2022	Complete

7.2	Relevant officers to undertake HHSRS Training	Building Safety Service, Engineering Service, Repairs Service	January 2023 to June 2023	On Track
7.3	Future FRA at Marie Curie to consider Fire Strategy and to look at all the communal areas of the building, including ceiling voids.	Engineering Service	January 2023	Complete

## **Council Recommendations**

### **Status**

- **24 actions**
- **5 are Complete**
- **16 are on Track**
- **3 are At Risk**
- **0 are Off Track**

**Recommendation 8:** Implement the requirements of the Fire Safety Policy, including a strategy for the department, protocols for the tasks carried out and an audit system.

<b>Council Response (September 2022)</b>				
<p>The Council is currently reviewing its Fire Safety Policy to incorporate new legislation guidance in response to the new requirements to include PAP (Principle Accountable Person), AP (Accountable Person) and RP (Responsible Person), which are the named person(s) that will be accountable for Building and Fire Safety. Lawyers Trowers and Hamblins are currently reviewing an amended Building and Fire Safety Policy which will form a new Building &amp; Fire Safety Policy.</p> <p>Frankham's have recommended that the Council incorporates the Fire Management System BS9997 (A Fire Management System allows an organisation to manage its processes and procedures relating to the reducing fire risks). The Council's Building Safety Management System will follow BS9997 and other statutory requirements. This management system will be applied across the Council's stock and it will include protocols for tasks carried out, an audit system, and management review process.</p>				
<b>Action Plan</b>				
<b>Action</b>	<b>Description</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Status</b>

8.1	Agree the new Building and Fire Safety Policy	Building Safety Service	31 March 2023	On Track
8.2	Review the existing Fire Safety Policy	Engineering Service	31 March 2023	On Track
8.3	Implement a Building and Fire Safety Management System	Building Safety Service	1 April 2024	On Track

**Recommendation 9:** Implement a fire risk management system within the Council; consider BS 9997 or a similar system

<b>Council Response (September 2022)</b>				
<p>The Council's Building Safety Management System will follow BS9997 and other statutory requirements. This management system will be applied across the Council's stock and it will include protocols for tasks carried out, an audit system, and management review process.</p> <p>APEX (the Council's database for managing its assets, including housing stock) is also being upgraded. This should also help the Council to implement the new management system.</p>				
<b>Action Plan</b>				
<b>Action</b>	<b>Description</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Status</b>
The actions and update relating to the Management System are discussed above (see Action 8.3).				
9.1	Upgrade APEX - Phase 1	Building Safety Service	31 December 2022	The Council will not be upgrading APEX. It will deliver a replacement system for statutory compliance and a replacement system for its stock data. The compliance system is relevant to
9.2	Upgrade APEX - Phase 2	Building Safety Service	31 March 2023	

				this, so it has been added as a new action below.
9.3	Implement Replacement Data System for Statutory Compliance	Building Safety Service	30 April 2023	On Track

**Recommendation 10:** Review the fire risk assessment template, with a view to having a central document which contains building information, thereby simplifying the fire risk assessment report. The template should be relevant to the type of premises being assessed.

<b>Council Response (September 2022)</b>				
A review of the template has been conducted and the template is currently being re-written, it will meet the requirements of the Fire Safety Act and the recommendations from the report.				
<b>Action Plan</b>				
<b>Action</b>	<b>Description</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Status</b>
10.1	Re-write the new FRA template	Engineering Service	30 November 2022	Complete
10.2	Implement the new FRA template	Building Safety Service and Engineering Service	Dependent on action 9.3 (when the new system is implemented, the new template can be added)	On Track

**Recommendation 11:** Complete the skills matrix for the Fire Safety Team and ensure that there is a clear skills gap analysis undertaken by someone suitably competent to do so – this should then be used to create a training plan.

<b>Council Response (September 2022)</b>
The Council has used a competent and qualified consultant to write a competency framework for the Fire Safety Surveyors. This framework uses a skills matrix to

outline and measure the skills needed and levels of competence required by individuals to conduct Fire Risk Assessments for different buildings types. This framework follows the industry best guidance and has been agreed by the Council.

Each Fire Safety Surveyor will complete questionnaires and interviews with an independent fire safety specialist. The results from these reviews will determine the skills and competence level of each member of the team. It will also determine where the team has skills gaps. These gaps will be addressed by personalised training plans for each member of the team.

The consultant is also developing training for the members of the Fire Safety Team who are not surveyors.

Additional competency and training being developed with Chartered Association of Building Engineers (CABE).

<b>Action Plan</b>				
<b>Action</b>	<b>Description</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Status</b>
11.1	Fire Safety Surveyors to complete questionnaires & interviews	Engineering Service	December 2022	Complete
11.2	Fire Safety Surveyors to be assessed against the competence framework	Engineering Service	December 2022	At Risk (Revised date - April 2023)
11.3	Develop training plans for each Fire Safety Surveyor	Engineering Service	December 2022	At Risk (Revised date - April 2023)
11.4	Develop training for the other members of the Fire Safety Team (those who are not surveyors).	Engineering Service	January 2023	At Risk (Revised date - April 2023)
11.5	Develop training with the Chartered Association of Building Engineers (CABE).	Building Safety Service	March 2023	On Track
11.6	Develop a competency framework for the Building Safety Service	Building Safety Service	January 2023	Complete

As an additional action from September 2022, the Council has developed a bespoke competence framework for the Building Safety Service.

**Recommendation 12:** Fire risk assessors should have access to more expert advice from a fire engineer. Identify how the Fire Safety Team will access sufficiently

competent advice to assist them with queries and to review assessments. Given the current levels of competence (recommendation is for 100% of assessments).

<b>Council Response (September 2022)</b>				
The Fire Safety Surveyors have access to a database BSI (British Standards Institute) which provides them with the technical guidance.				
The Fire Safety Surveyors have an internal peer review before Fire Risk Assessments are released.				
The Fire Safety Team have access to an external and independent Fire Engineer as and when required.				
Under the Council's Building Safety Management system, appropriate and risk-based audits will be conducted, this will include reviews of Fire Risk Assessments and competencies.				
<b>Action Plan</b>				
<b>Action</b>	<b>Description</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Status</b>
The actions for this are discussed elsewhere. For the FRA quality checks, see action 14.1 and 14.2. For the Building Safety Management system see action 8.3.				

**Recommendation 13:** Review the job specification for the roles of Fire Safety Surveyor, Senior Fire Safety Surveyor and Fire Safety Manager, particularly in terms of skill levels, qualifications and third party accreditations. Our recommendation is that a Level 4 qualification would be a minimum for surveyors, with additional specific knowledge required dependent on the type of building (e.g., purpose-built block of flats, converted house etc).

<b>Council Response (September 2022)</b>				
The level of qualifications and experience for these roles will be included within the competency framework review, produced by the external consultant.				
<b>Action Plan</b>				
<b>Action</b>	<b>Description</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Status</b>
See above for an update on the actions relating to the competency framework review				
13.1	Review the Job Specification for Fire Safety Surveyor	Engineering Service	28 February 2023	On Track
13.2	Review the Job Specification for Senior Fire Safety Surveyor	Engineering Service	30 April 2023	On Track
13.3	Review the Job Specification for Fire Safety Manager	Engineering Service	30 June 2023	On Track

**Recommendation 14:** Refocus the management KPIs away from throughput towards skills levels of staff, quality of assessments and adherence to Fire Safety policy. Audits will need to be undertaken by someone with suitable technical competencies.

<b>Council Response (September 2022)</b>				
<p>London Borough of Southwark currently have two KPIs relating the performance outputs of FRAs undertaken: -</p> <ol style="list-style-type: none"> <li>1. Based on volume of FRAs completed against Target</li> <li>2. FRA Tasks Allocations</li> </ol> <p>The implementation of additional quality control reviews of Fire Safety Surveyors Reports and increased competency training within the FRA Team will further support the Council commitment to excellence.</p> <p>The newly appointed Fire Safety Manager (August 2022) is delivering these recommendations throughout the FRA team.</p>				
<b>Action Plan</b>				
<b>Action</b>	<b>Description</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Status</b>
14.1	External Quality Assurance of FRAs (review of 10% sample of FRAs conducted for High Rises)	Engineering Service	December 2022	Complete
14.2	Implement Additional Quality Controls (Internal – Fire Safety Manager)	Engineering Service	September 2022	Complete

**Recommendation 15:** Ensure that competent technical advice is involved in assessing whether contractors are competent to undertake particular types of fire safety work.

<b>Council Response (September 2022)</b>				
<p>The Council uses contractors from various conforming bodies:            Timber Research &amp; Development Association (TRADA)            International Fire Consultant (IFC)            British Approval Fire Equipment (BAFE)            Therefore, the Council can be assured that these contractors are competent.</p>				
<b>Action Plan</b>				
<b>Action</b>	<b>Description</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Status</b>
No actions for this, as the Council uses competent contractors.				

**Recommendation 16:** Ensure that a suitably competent Engineer has technical strategic oversight over fire safety within the buildings assessed by the Fire Safety Team. Ensure that there is similar in-house engineer involvement in Major Work's projects and with the new Building Safety Team. Review where this individual sits within the organisation and to whom they should report.

<b>Council Response (September 2022)</b>				
The Council uses an external fire engineer to advise the Fire Safety Team, Investment Team (which delivers Major Works), and the Building Safety Team.				
The Council has a Building Safety Manager who manages the relationship with the external Fire Engineer. The work that is reviewed by the Fire Engineer is determined by risked priorities for the services discussed above. The outputs from the Fire Engineer are reviewed and approved by the Head of Engineering, the Head of Investment, the Head of Building Safety, and Assistant Director for Building Safety.				
<b>Action Plan</b>				
<b>Action</b>	<b>Description</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Status</b>
As explained above, the Council does have the advice of a competent engineer (both external and within the Council). Therefore, an action plan was not needed for this recommendation.				

**Recommendation 17:** Create a more robust platform for the Council and tenants and residents to communicate more effectively.

<b>Council Response (September 2022)</b>				
The Council will achieve this through the following:				
<ul style="list-style-type: none"> <li>• Estate Days to engage with residents around fire safety, repairs and other matters. The Council will work with the LFB to deliver these.</li> <li>• The new Building Safety Team has dedicated resources for this (Building Safety Relations Manager, Senior Resident Liaison Officer, Resident Liaison Officers). This will add to the existing resource and teams across the Council that deliver communications to residents.</li> <li>• The Council will deliver significant communication and engagement for the Priority Surveying Programme. This will include letters, FAQs, Q&amp;A events, a video to explain more about the surveys, phone calls to arrange survey appointments. The Council will work with TMOs (Tenant Management Organisations) and TRAs (Tenant and Resident Associations).</li> <li>• Set up a new panel for Council tenants and leaseholders, which is dedicated to discussing Building and Fire Safety matters. This will include a review of whether the Council can provide training to residents.</li> <li>• Review the Council's complaints systems and processes, so that these are compliant with the requirements of the Building Safety Act.</li> <li>• With Marie Curie, the Director of the Ledbury Estate is delivering communications to residents to explain the steps being taken for this building and will continue to do this when the Council has further updates, including those from the QDR discussed above.</li> </ul>				
<b>Action Plan</b>				

Action	Description	Responsible	Due Date	Status
17.1	Hold Estate Days with the LFB	Building Safety Service	Throughout Spring/Summer 2023	On Track
17.2	Develop bespoke engagement strategies for each High Rise Block	Building Safety Service	Resident Profiles for each block to be compiled by October 2023. Following this, strategies can be written by March 2024.	On Track
17.3	Deliver communications for the Priority Surveying Programme, including resident voice questionnaire	Building Safety Service	During the Priority Programme (likely to be December 2022 to October 2023)	On Track
17.4	Set up a dedicated resident panel for Building and Fire Safety	Building Safety Service	March 2023	On Track
17.5	Review the training that the Council will need to provide for residents	Building Safety Service	March 2023	On Track

17.6	Review the Council's complaints systems and processes.	Building Safety Service	April 2024	On Track
17.7	Deliver communications to the residents of Marie Curie	Ledbury Estate Team	Continuous	On Track

**Recommendation 18:** The Council's Fire Safety Policy was independently reviewed by FRMS in February 2022. Going forward, Southwark Council are reminded to continue to undertake this process on a regular, ongoing basis. (Note: Included here as a reminder only).

<b>Council Response (September 2022)</b>				
In addition the building and fire safety policy has been issued to our lawyers (Trowers & Hamblins LLP) and is currently in review in respect to accountable person AP/ principle accountable person PAP- and responsible person RP.				
<b>Action Plan</b>				
<b>Action</b>	<b>Description</b>	<b>Responsible</b>	<b>Due Date</b>	<b>Status</b>
The actions for the review of the Fire Safety Policy and the actions for the Building Safety Policy are discussed above.				