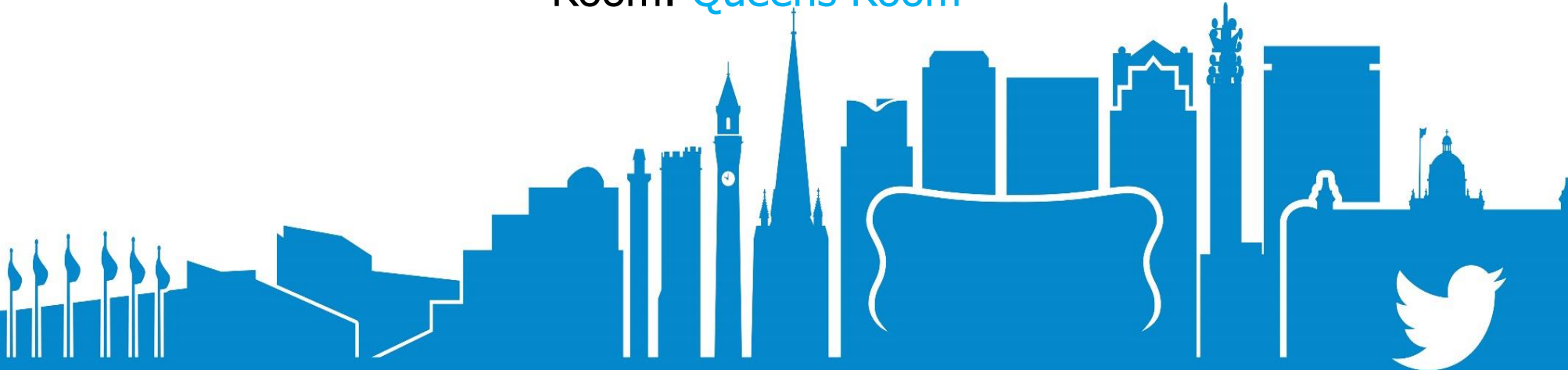# Plenary 3:
Asset management at the heart of the organisation

Speaker: Tom Gilbert (Frankham Risk Management)

Chaired by: Paul Reader (Morgan Sindall)
Room: Queens Room

PRESENTER

Tom Gilbert

Associate Director
Fire Risk Management

1) Associate Director– Frankham RMS - Fire

2) 17 Years experience in the fire industry - Client and contractor side

3) FIA Fire Risk assessment competency Council

4) Residential lead, council and steering committee– TBFSN

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Managing Fire Risk –
a priority for Asset Management

NHMF Maintenance Conference 2018

23.02.2018

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What are we going to talk about?

1. What do organisations do in response to a disaster such as Grenfell tower

2. How do organisations revisit the FRA programme and ensure that money is being spent appropriately on FRA programmes that are appropriate and suitable and sufficient

3. What has the Hackett Report identified so far.

4. Questions

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A measured response

- Organisations should go back to basics both for the purposes of safety and for compliance.

  - Documented policy, strategy and procedure

  - FRA programme

    - Competency criteria
    - All buildings assessed
    - Reviews undertaken

  - External audit and assurance

  - The ability to alter the programme when issues are identified

  - Suitable and sufficient FRA's for all premises

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A measured response

- Remediation programme

  - All actions prioritised and delivered

  - The board know what the prioritisation is, what budget limitations are, and they agree it.

    - It will be up to them post fire to describe why the organisation made the decisions it did.

  - Some actions take longer than others

  - Some actions cost more money than others

  - Cost should not be a barrier to remediation

  - Clear audit trail for all actions

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A measured response

- Resident management

- All housing managers should understand fire safety to the extent of their responsibility - NSHFSG skills for justice award

- All residents must know what to do in the event of a fire

- All residents should be physically shown the means of escape – Rule 43 letter 2013

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A measured response

- Cladding surveys

- Compartmentation surveys

- Sprinkler feasibility surveys

- Rewrite of guidance?

- Make it retrospective if its important – "Do we have to do this"?

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THE QUALITY OF THE OUTPUT IS EQUALLY AS IMPORTANT AS THE TICK IN THE BOX

- Having 1000 fire risk assessments might satisfy an auditor but will those 1000 FRA's satisfy an enforcer, or worse, a coroner.
- Regardless of your programmes quality output, do you have the ability to deliver on the outcomes of that programme?
- Are your contractors competent?
- Are the maintenance programmes appropriate?
- Do you have checks and balances in place to satisfy yourself that works are undertaken and that they are appropriate?
- Is procuring 100% on price a good idea?
- Is it possible to deliver successful output in 7 simple steps?

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STEP 1 FORMALISE YOUR FIRE RISK MANAGEMENT SYSTEM

- Do this in accordance with PAS7
- Significant benefits
- Communicate governance of FRM to your assessors!
- They will then know how to communicate findings
- Minimises duplication
- Particularly matters of organisational policy and procedure

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STEP 2 DEFINE SCOPE AND LIMITATIONS

- Outcomes of the exercise will vary between companies
- Contextual issues with portfolio:
  - Age
  - Location
  - Construction type
  - Tenure
  - Previous fire experience
- Should consider:
  - Will we be destructive
  - Will we enter loft or roof voids
- These must be considered first.

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STEP 3 CHOOSE A SUITABLE AND SUFFICIENT METHOD OF DOCUMENTING THE FRA'S

- There is no single correct means
- PAS79 is national guidance and should be acknowledged
- Compliance does not rely on use of the pro-forma example
- PAS79 is a British standard

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STEP 4 DECIDE HOW YOU VERIFY AND CHALLENGE OUTCOMES

- Regular review meetings
- Opportunity to challenge risk rating and priority
- 3rd party certificated organisations do this as part of the validation process but should not be exempt form this process.
- Consider the use of a fire risk assessment software tool
- Place the burden of accumulating the outcomes of the FRA's on those delivering the FRA's
- Manage the findings internally by allocating some administrative time to this task
- No single piece of software is likely to fit all organisations
- Choose the provider first and the IT solution second
- A system should not be accepted in lieu of a suitable FRA

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STEP 5 RISK ACCEPTANCE AND RISK TOLERANCE

Be prepared for risk acceptance and have a process for risk communication

- Fire risk assessment starts with risk identification.
- we move to risk treatment and there may be more than one means of treating a particular risk.
- High risk outcomes of an assessment may mean high priority but time to remediate should be realistic
- must direct their finite resources to where they can make the greatest contribution to safety
- an organization may opt for 'risk acceptance'
- formalise a procedure for 'risk communication'.

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STEP 6 AUDITING THE FRA PROCESS

- Companies should audit the fire risk assessment programme.
- sample size and methodology for consistently auditing FRA's should be established.
- Third party certificated fire risk assessment providers will be receiving 6 monthly to annual surveillance audits by their certification body.
- An internally delivered Fire risk assessment programme might benefit from an independent review from a competent 3rd party of a desk top and on site sample, this in turn will deliver additional internal assurance to risk committees or the board.

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STEP 7 REVIEW PERIODS

- Organisational decision (although the FRA itself should identify this on a premise by premise basis).
- Based on risk tolerance – review period can be optimised.
- Can justify review periods outside of the (perceived) requirement of an annual review.
- works hand in glove with the Primary Authority Scheme

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THE PROGRAMME

- Fire risk assessment should be seen as a piece in the fire risk management puzzle.
- Failure to define policy, develop strategy and implement procedure, prior to initiating the FRA programme, may lead to one that ultimately fails to deliver.
- maybe it is time to ask yourself, "How much safer are our buildings as a result of the current FRA programme? and how much safer will they be after the next?".
- Ensure that both sides of compliance are appropriately managed.

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HACKETT REPORT

Building a safer future: An Independent Review of Building Regulations and Fire Safety aims to make recommendations that will ensure:

1. there is a sufficiently robust regulatory system for the future

2. provide further assurance to residents that the buildings they live in are safe and will remain so.

The interim report was published in December and sets out the findings to date and the direction of travel for the final report.

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REGULATION AND GUIDANCE

Issue Identified

Current regulations and guidance are too complex and unclear. This can lead to confusion and misinterpretation in their application to high-rise and complex buildings.

Recommendation

The rules for ensuring buildings are built remain safe should be more risk-based and proportionate. Those responsible should be held to account to a higher degree.

There should be a shift towards the sector to specify solutions which meet the government's functional standards.

Regulations and guidance must be simplified and unambiguous.

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ROLES AND RESPONSIBILITIES

Issue Identified

Clarity of roles and responsibilities is poor. Even where there are requirements for key activities to take place across design, construction and maintenance, it is not always clear who has responsibility for making it happen.

Recommended solution

Primary responsibility for ensuring that buildings are fit for purpose must rest with those who commission, design and build the project.

Responsibility and accountability must rest with clearly identifiable senior individuals and not be wholly dispersed through the supply chain.

Roles and responsibilities across the whole life cycle of a building must be clearer.

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COMPETENCE

Issue Identified

Despite many who demonstrate good practice, the means of assessing and ensuring the competency of key people throughout the system is inadequate. There is often no differentiation in competency requirements for those working on high-rise and complex buildings.

Recommended Solution

There is a need to raise levels of competence and establish formal accreditation of those engaged in the fire prevention aspects of the design, construction, inspection and maintenance of high-rise residential and complex buildings. This will include recommendations for certified risk assessors

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PROCESS, COMPLIANCE AND ENFORCEMENT

Issue Identified

Compliance, enforcement and sanctions processes are too weak. What is being designed is not what is being built and there is a lack of robust change control. The lack of meaningful sanctions does not drive the right behaviours.

Recommended solution

There needs to be a golden thread for highrise residential and complex buildings so that the original design intent, and any subsequent changes or refurbishment, are recorded and properly reviewed, along with regular reviews of overall building integrity.

There is a need for stronger and more effective enforcement activity, backed up with sufficiently powerful sanctions for the few who do not follow the rules.

In short, the buildings being designed differ from those being built.

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RESIDENTS' VOICE AND RAISING CONCERNS

Issue Identified

The route for residents to escalate concerns is unclear and inadequate.

Recommended Solution

Residents need to be reassured that an effective system is in place to maintain safety in their homes.

There must be a clear, quick and effective route for residents' concerns to be addressed.

This is very similar to comments within the Rule 43 letter issued post Lakanal

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QUALITY ASSURANCE AND PRODUCTS

Issue Identified

The system of product testing, marketing and quality assurance is not clear.

Recommended Solution

Products must be properly tested and certified and there is a need to ensure oversight of the quality of installation work.

Marketing of products must be clear and easy to interpret.

Product replacement is very common practise, those being specified are often not those being installed.

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CONCLUSION

In summary, this is a call to action for an entire industry and those parts of government that oversee it.

True and lasting change will require a universal shift in culture.

The industry has shown this is possible in the way the health and safety of construction workers has seen a positive transformation in culture and practice over the last decade.

This change needs to start now.

CLOSING QUESTIONS

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