



HEALTH & SAFETY ASSURANCE COMMITTEE PWYLLGOR ANSAWDD IECHYD A DIOGELWCH

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| DYDDIAD Y CYFARFOD: DATE OF MEETING: | 02 November 2020 |
| TEITL YR ADRODDIAD: TITLE OF REPORT: | Update on Corporate Fire Safety - Deep Dive Into Risk 813 – Fire Safety Management |
| CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR: | Andrew Carruthers, Director of Operations |
| SWYDDOG ADRODD: REPORTING OFFICER: | Rob Elliott, Director of Estates, Facilities and Capital Management |

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Er Sicrwydd/For Assurance

ADRODDIAD SCAA SBAR REPORT

Sefyllfa / Situation

This document provides the Health & Safety Assurance Committee (HSAC) with an update on the status and management of Corporate Risk No: 813 - Fire Safety Management, and additionally, to provide an opportunity to undertake a deep dive into the various mitigation plans implemented supporting this risk and associated timescales.

Cefndir / Background

Significant progress has been made by addressing all key actions raised as part of fire safety audits carried out by the NHS Wales Shared Services Partnership (NWSSP) Audit and Assurance Service, which Hywel Dda University Health Board (HDdUHB) received in April 2014 and subsequently April 2017. Despite this progress, it has not been possible to reduce the risk score (currently 15), at this time. However, given the increase in resources and the continuing investment plan, it is anticipated that a reduction in the risk score will be appropriate once phase one of the plan is completed.

In addition to the above, we have been reporting non-compliance fire safety risks dating back to 1st July 2012 including the pressures faced with minimal capital availability.

Most recently, Fire Enforcement Notices have been served on HDdUHB for Glangwili General Hospital (GGH) and Withybush General Hospital (WGH) by the Mid and West Wales Fire & Rescue Service (MWWFRS).

Following the issue of these Notices, the Facilities Team introduced Corporate Fire Safety Risk No 813 onto the Datix risk management system, in order to manage and mitigate this situation. This report outlines how the risk has materialised, and the actions being taken to mitigate and manage this situation effectively.

Asesiad / Assessment

Corporate Fire Safety Risk Item 813, was introduced onto the Datix risk management system by the Estates Department in October 2019, as a result of guidance received from the Risk and Assurance Team, the purpose being to combine the existing risks currently in the system at

service or department level to Corporate status. The risk description indicates three distinct sections as to why the risk has materialised:

1. Lack of available resources within the operational maintenance teams to undertake planned maintenance across the full range of fire safety components across the HDdUHB.
2. The age and condition of our Estate significantly affects our ability to comply with the fire safety legislation. Current estimates indicate circa £20m of backlog associated to fire safety compliance (this is being regularly reviewed as business cases are being developed under our fire capital investment plan). Historically limited capital availability (circa £300/£400k) annually for fire safety upgrades. This restriction is due to competing demands for discretionary funding for other HDdUHB priorities such as medical equipment, IT, etc.
3. The lack of fire safety ownership at local hospital management and operational levels. Furthermore, the absence of understanding the responsibilities for fire safety management, which ultimately leads to poor practice and a disregard for fire safety compliance. (For example, staff who have control of a workspace have specific fire safety responsibilities).

In support of the significant pressures identified above, the HDdUHB response is as follows.

(1) Lack of Available Resources:

- A complete review (gap analysis) of our operational workforce has been undertaken and Planned Preventative Maintenance requirements (PPMs) to determine what additional levels of staff are required for Fire Safety PPMs. This work has now concluded following a formal business case and additional staff employed as a result, specifically for Fire Safety PPM activity. This additional resource is included in our budget and all posts will be recruited by November 2020. It is anticipated that these new staff will be fully operational in January 2021 and we will be able to report improved performance levels via the new Computer Aided Facilities Management (CAFM) system by April 2021.
- In addition to the above, we have invested significantly in restructuring the Fire Safety Team, resulting in a dedicated team of five members of staff (previously two) to advise and support HDdUHB on all fire safety matters. We now have Fire Safety Advisors located at each acute site, managed by the Head of Fire Safety Management.
- To deliver appropriate fire safety drawings and engineering components, we are in the process of appointing two additional Computer-Aided Design (CAD) Technicians. These posts are currently out to advert with an anticipated start date in December 2020.

(2) Age and Condition of Estate:

- Extensive fire safety surveys have been undertaken across HDdUHB on areas such as fire door compliance, fire alarm systems and compartmentation surveys to assess the accuracy of our fire safety backlog. Now prioritised and considered via the Statutory Capital Programme and via Welsh Government (WG) funding.
- The Fire Safety Team have now reduced the backlog of outstanding fire risk assessments to zero (previously in excess of 150). In January 2021, we will be introducing a new fire safety system (HDdUHB wide) to improve the way we manage the significant findings from all risk assessment actions across the HDdUHB.

- We have enhanced our maintenance Key Performance Indicator (KPI) reports that are now scrutinised by HDdUHB's Fire Safety Group. This includes a wide range of fire safety components, such as fire door compliance, fire alarm testing, damper maintenance and emergency lighting etc.
- In connection with the above, in April 2021 the department will be implementing a completely new CAFM system across all sites. This system will significantly enhance the way we operate as a department with greater transparency for recording maintenance activity and condition of assets for fire safety critical components.

(3) Fire Safety Ownership

- In November 2020, we will be introducing a new management training presentation (via MS PowerPoint, with audio instructions) which will clearly explain and identify the roles / responsibilities required for all managers as indicated by fire safety legislation.
- We are working very closely with the Assurance and Risk Team for all recommendations that we have received from MWWFRS. This is for both the Fire Enforcement Notices and for the Letters of Fire Safety Matters. A comprehensive tracker system has been prepared and is regularly reviewed and maintained for each individual recommendation with clear dates set for completion.
- During the last few months, HDdUHB has formed strong relationships with MWWFRS and are in regular discussions with the enforcing officers for all of the work scheduled on our fire safety trackers.
- We have addressed a significant amount of fire safety recommendations already through regular action plan meetings. This has included full engagement from General Management Teams on both acute sites. In the current year, we have spent circa £850k of discretionary funding and these actions have now been formally removed from the Enforcement Notices.
- We have also set specific timescales in our plans for more complex work (required to comply with Fire Safety Enforcement Notices) such as completion of fire compartmentation upgrades, fire door upgrades and fire damper upgrades. The timescales for each of these have been formally agreed with WG and MWWFRS as follows:
 - **WGH advanced works completion by January 2021**
Phase 1 completion by April 2022
Phase 2 commencement by May 2022
 - **GGH advanced works completion by August 2021**
Phase 1 completion by July 2022
Phase 2 commencement by August 2022
- Programme Business Cases have now been developed to address this work and to appoint Supply Chain Partners.
- We have liaised with the Hospital General Managers recently and requested their support to implement monthly fire safety walkabouts (commencing in January 2021). The aim of this is to review local fire safety arrangements and levels of compliance and to highlight any concerns that may need addressing. There will be a multi-disciplinary team

undertaking these walkabouts who will feed back to the local fire safety sub-groups for escalation.

- From January 2021, the Fire Safety Team will be implementing a new monthly Global E-mail campaign, featuring specific themes of fire safety and good practice management linked to specific findings from site walkabouts.
- We have developed working solutions to address a wide range of local storage and clutter challenges specifically in fire escape areas and the MWWFRS are satisfied with these actions.

Argymhelliad / Recommendation

The Health & Safety Assurance Committee is asked to note:

- the background to Risk No: 813 and how it has materialised.
- the three specific factors that constitute this risk.
- the amount of work and mitigation plans already successfully embedded.
- the remaining mitigation actions that are now being introduced.

| Amcanion: (rhaid cwblhau) Objectives: (must be completed) | |
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| Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor: | 5.9 Ensure reports and factual information from external regulatory agencies are acted upon within achievable timescales. |
| Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score: | Estates and Facilities Risk No 813 Score 15 |
| Safon(au) Gofal ac Iechyd: Health and Care Standard(s): | 2.1 Managing Risk and Promoting Health and Safety |
| Nodau Gwella Ansawdd: Quality Improvement Goal(s): | No Avoidable Deaths |
| Amcanion Strategol y BIP: UHB Strategic Objectives: | Not Applicable |
| Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2018-2019 | 10. Not Applicable |

| Gwybodaeth Ychwanegol: Further Information: | |
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| Ar sail tystiolaeth: Evidence Base: | MWWFRS and extensive site based survey information |

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| Rhestr Termiau: Glossary of Terms: | N/A |
| Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Ansawdd Iechyd a Diogelwch: Parties / Committees consulted prior to Health and Safety Assurance Committee: | N/A |

| Effaith: (rhaid cwblhau) Impact: (must be completed) | |
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| Ariannol / Gwerth am Arian: Financial / Service: | Funding sought from WG and discretionary budgets for fire safety. |
| Ansawdd / Gofal Claf: Quality / Patient Care: | N/A |
| Gweithlu: Workforce: | Delivering a safe working environment |
| Risg: Risk: | Estates and Facilities Risk No 813 |
| Cyfreithiol: Legal: | Potential for legal challenge if HDdUHB does not comply with requirements of Fire Enforcement Notices |
| Enw Da: Reputational: | Potential for legal challenge if HDdUHB does not comply with requirements of Fire Enforcement Notices |
| Gyfrinachedd: Privacy: | N/A |
| Cydraddoldeb: Equality: | N/A |