



**DEVON & SOMERSET
FIRE & RESCUE AUTHORITY**

**M. Pearson
CLERK TO THE AUTHORITY**

**To: The Chair and Members of the
Community Safety & Corporate
Planning Committee**

(see below)

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**COMMUNITY SAFETY & CORPORATE PLANNING COMMITTEE
(Devon & Somerset Fire & Rescue Authority)**

Wednesday 14 October 2020

A meeting of the Community Safety & Corporate Planning Committee will be held on the above date, **commencing at 2.00 pm by Video Conference via Cisco Webex** to consider the following matters.

M. Pearson
Clerk to the Authority

PLEASE NOTE: This meeting will be livestreamed on the Devon & Somerset Fire & Rescue Service YouTube channel. This can be accessed by following the link below and then clicking on the Videos and Livestream buttons:

<https://www.youtube.com/dsfireupdates>

A G E N D A

***PLEASE REFER TO THE NOTES AT THE END OF THE AGENDA LISTING
SHEETS***

- 1 Apologies**
- 2 Minutes (Pages 1 - 4)**
of the previous meeting held on 16 July 2020 attached.

3 Items Requiring Urgent Attention

Items which, in the opinion of the Chair, should be considered at the meeting as matters of urgency.

PART 1 - OPEN COMMITTEE

4 Safer Together Programme Update (Pages 5 - 10)

Report of the Director of Service Improvement (CSCPC/20/4) attached.

5 Grenfell Recommendations Progress Report (Pages 11 - 14)

Report of the Director of Service Delivery (CSCPC/20/5) attached.

MEMBERS ARE REQUESTED TO SIGN THE ATTENDANCE REGISTER

Membership:-

Councillors Redman (Chair), Colthorpe, Corvid, Doggett, Eastman (Vice-Chair), Radford and Trail BEM

NOTES

1. **Access to Information**

Any person wishing to inspect any minutes, reports or lists of background papers relating to any item on this agenda should contact the person listed in the “Please ask for” section at the top of this agenda.

2. **Reporting of Meetings**

Any person attending a meeting may report (film, photograph or make an audio recording) on any part of the meeting which is open to the public – unless there is good reason not to do so, as directed by the Chair - and use any communication method, including the internet and social media (Facebook, Twitter etc.), to publish, post or otherwise share the report. The Authority accepts no liability for the content or accuracy of any such report, which should not be construed as representing the official, Authority record of the meeting. Similarly, any views expressed in such reports should not be interpreted as representing the views of the Authority.

Flash photography is not permitted and any filming must be done as unobtrusively as possible from a single fixed position without the use of any additional lighting; focusing only on those actively participating in the meeting and having regard also to the wishes of any member of the public present who may not wish to be filmed. As a matter of courtesy, anyone wishing to film proceedings is asked to advise the Chair or the Democratic Services Officer in attendance so that all those present may be made aware that is happening.

3. **Recording of Meetings**

Given the social distancing measures introduced in response to the Covid-19 pandemic, Authority meetings will be held virtually and livestreamed on the Devon & Somerset Fire & Rescue Service YouTube channel. The meetings may also be recorded for subsequent viewing on the YouTube Channel. Any such recording does not constitute the official, Authority record of the meeting.

4. **Declarations of Interests at meetings (Authority Members only)**

If you are present at a meeting and you are aware that you have either a disclosable pecuniary interest, personal interest or non-registerable interest in any matter being considered or to be considered at the meeting then, unless you have a current and relevant dispensation in relation to the matter, you must:

- (i) disclose at that meeting, by no later than commencement of consideration of the item in which you have the interest or, if later, the time at which the interest becomes apparent to you, the existence of and – for anything other than a “sensitive” interest – the nature of that interest; and then
- (ii) withdraw from the room or chamber during consideration of the item in which you have the relevant interest.

If the interest is sensitive (as agreed with the Monitoring Officer), you need not disclose the nature of the interest but merely that you have an interest of a sensitive nature. You must still follow (i) and (ii) above.

Where a dispensation has been granted to you either by the Authority or its Monitoring Officer in relation to any relevant interest, then you must act in accordance with any terms and conditions associated with that dispensation.

	NOTES
	Where you declare at a meeting a disclosable pecuniary or personal interest that you have not previously included in your Register of Interests then you must, within 28 days of the date of the meeting at which the declaration was made, ensure that your Register is updated to include details of the interest so declared.
5.	<u>Part 2 Reports</u> Members are reminded that any Part 2 reports as circulated with the agenda for this meeting contain exempt information and should therefore be treated accordingly. They should not be disclosed or passed on to any other person(s). Members are also reminded of the need to dispose of such reports carefully and are therefore invited to return them to the Committee Secretary at the conclusion of the meeting for disposal.
6.	<u>Substitute Members (Committee Meetings only)</u> Members are reminded that, in accordance with Standing Order 37, the Clerk (or his representative) must be advised of any substitution prior to the start of the meeting. Members are also reminded that substitutions are not permitted for full Authority meetings.
7.	<u>Other Attendance at Committees (Standing Order 38)</u> Any Authority Member wishing to attend a meeting of a Committee of which they are not a Member should contact the Democratic Services Officer (see “please ask for” on the front page of this agenda) in advance of the meeting to obtain details of the Webex meeting invitation.

COMMUNITY SAFETY & CORPORATE PLANNING COMMITTEE

(Devon & Somerset Fire & Rescue Authority)

16 July 2020

Present:

Councillors Redman (Chair), Colthorpe, Corvid, Doggett, Radford, Trail BEM and Saywell (vice Eastman)

Apologies:

Councillor Eastman

In attendance (in accordance with Standing Order 38(1))

Councillors Randall Johnson and Wheeler

* **CSCPC/5 Minutes**

RESOLVED that the Minutes of the meeting held on 27 June 2019 be signed as a correct record.

* **CSCPC/6 Impacts of Covid-19 on the Safer Together Programme**

The Committee considered a report of the Director of Service Improvement (CSCPC/20/1) that set out details of the work undertaken on the Service's business continuity response during the Covid-19 pandemic and the associated impact on the Safer Together Programme.

At this point, the Chair thanked all those staff involved in service delivery during the Covid-19 pandemic for going above and beyond the call of duty.

The Director of Service Improvement referred to the areas of work that the Service had undertaken during this business continuity event. The key areas of work undertaken included:

- Operational crews were relocated from Budleigh Salterton station to Exmouth and the building was now going through preparations for disposal. Crews had settled in well at Exmouth, improving availability and resilience;
- Work was continuing to prepare the relocation of crews from Topsham to Middlemoor and Station 60, with estates work and recruitment progressing to ensure both locations would have crews available as soon as possible;
- Contracts for upgrading the Service Tranman system to facilitate the asset management programme had been progressed;
- The final roll out of lightweight PPE had been achieved and the project had been approved for closure; and

- A framework for leadership development, aligned to the National Fire Chiefs' Council best guidance, had also been progressed.

It was noted that one of the key areas of work delayed due to the pandemic was the fleet replacement project. This project included new wildfire vehicle and supporting the removal and replacement of second and third fire engines on selected stations. This project was delayed due to suppliers being furloughed, thus delaying delivery of required vehicle parts. In turn, this delayed the delivery of the new wildfire vehicles. This was compounded by driver training being reduced due to the Service business continuity response impacting all non-critical activities.

The Committee enquired if the Service would be making any changes to the Safer Together Programme as a result of learning points from Covid-19 and business continuity arrangements. It was noted that the Service had acknowledged the need for learning points to be incorporated into future practices and that, in accordance with its risk based approach, the Service would need to consider any future changes in conjunction with a review of the Integrated Risk Management Plan (IRMP). It was requested that the Committee be updated on the position on this matter at the next meeting.

RESOLVED that the Committee noted the impact of Covid-19 on the Safer Together programme, including supply chain issues.

* **CSCPC/7 Grenfell Recommendations Progress Report**

The Committee considered a report of the Director of Service Delivery (CSCPC/20/2) that outlined the Service's progress with implementation of the recommendations from the Grenfell phase 1 inquiry and the additional Building Risk Review Grant funding.

It was noted that, following the publication of the Grenfell Tower Enquiry Phase 1 report, the Service had reviewed the recommendations made. Overall there were 44 recommendations in two main groups:

- National Fire Chiefs Council (NFCC)/Legislative changes; and
- Recommendations/ improvements for all Services and other agencies.

The Grenfell recommendations were focussed specifically on high rise residential buildings. There were no high rise residential buildings (over 18 metres) with cladding in Devon & Somerset but 172 buildings that fall within the high rise definition. The Service had already completed a high-level gap analysis against its current position. Of the 44 recommendations made, the 17 NFCC/Legislative changes had been implemented and 13 of the 27 sector wide recommendations were completed with the other 14 in progress. These recommendations had also been compiled into a formal assurance tracker to be scrutinised by Risk and Response Governance Board (RRGB). This Board will review progress monthly and had a nominated lead officer (Group Manager for Risk) assigned to oversee the implementation across multiple service areas.

The Director of Service Delivery advised that the Hackett Review had recommended that a complete systematic review of fire safety needed to be undertaken, not just a review of the buildings. With this in mind, the Service was in the process of re-organised its prevention and protection teams into one, multi-disciplinary team that would address the following elements (amongst others):

- Building design and fire safety/engineered solutions;
- Compliance with fire safety legislation;
- Occupancy and behavioural factors to take into account social, economic and cultural differences;
- Engagement with residents groups;
- Engagement with and education of management committees and responsible Persons; and
- Risk information and equipment provided for fire-fighting such as lifts, access routes, Hydrants, signage and communications.

A grant of £316k had been allocated to Devon & Somerset Fire and Rescue Service that must be ring-fenced for discharging fire protection duties as well as assuring that all high-rise residential buildings over 18m were reviewed by the end of December 2021 with a framework for identification and inspection in place. A proportion of this grant would be utilised to establish the multi-disciplinary team to oversee this work.

The Committee asked if the tracking information and progress made could be published so that it was more visible to the public. The Director of Service Delivery undertook to look into this matter.

RESOLVED

- (a) that the Committee reviews at future meetings the assurance process for the Grenfell recommendations and the Home Office returns for the Building Risk Review Grant funding; and
- (b) that, subject to (a) above, the report be noted.

* **CSCPC/8 Briefing on Service Support for Other Organisations during the Covid-19 Emergency**

The Committee received for information a report of the Director of Service Delivery (CSCPC/20/3) that set out the Service's response to requests from other agencies during the Covid-19 emergency.

It was noted that the National Fire Chiefs' Council (NFCC), National Joint Council for Local Authority Fire and Rescue Services and the Fire Brigades Union (FBU) agreed a Tripartite Agreement to outline the additional activities that fire and rescue services could undertake during the Covid-19 emergency. The Service supported external organisation in two of these Activities, namely:

- (a) Ambulance driving; and
- (b) Face fit testing for face masks.

The Service, through the Chief Fire Officer, led the development of ambulance driving response in the South West. Officers from the Service worked collaboratively with the South West Ambulance Services Trust (SWAST) to develop a Concept of Operations (ConOp) that was used by all five South West FRSs. The Service also led the development of the training package for the FRS volunteer drivers alongside SWAST. 44 Service volunteers were the first firefighters in the UK to drive ambulances on a 'blue light'. The volunteers were a mixture of on-call and whole-time firefighters (primarily co-responders and Academy Instructors). Initially they were accompanied by Emergency Care Assistant (ECAs) attending lower acuity calls, but since 29 June 2020 had been working alongside paramedics and responding to all category of emergencies. SWAST had asked the arrangements to drive ambulances continue until 31 July 2020, with an option to extend until after the August Bank Holiday. The Service was able to support this request as a result of the resilience built into its volunteer team. The Committee enquired as to the support available for the staff involved following a difficult or tragic incident. The Director of Service Delivery confirmed that a debrief took place after each incident and diffusing put into place to support individuals as necessary. The Committee further enquired as to how the learning points from this joint working would be captured. It was noted that there would be a full learning debrief undertaken in conjunction with SWAST at the end of this exercise.

At this point, the Committee placed on record its thanks to all of the staff that had undertaken this voluntary activity with SWAST in this difficult period.

***DENOTES DELEGATED MATTER WITH POWER TO ACT**

The Meeting started at 2.00 pm and finished at 3.19 pm

REPORT REFERENCE NO.	CSCPC/20/4
MEETING	COMMUNITY SAFETY & CORPORATE PLANNING COMMITTEE
DATE OF MEETING	14 OCTOBER 2020
SUBJECT OF REPORT	SAFER TOGETHER PROGRAMME UPDATE
LEAD OFFICER	ACFO GAVIN ELLIS, DIRECTOR OF SERVICE IMPROVEMENT
RECOMMENDATIONS	<i>That the report be noted.</i>
EXECUTIVE SUMMARY	The purpose of this report is to provide the Committee with a high level overview and update on current progress on the Safer Together Programme.
RESOURCE IMPLICATIONS	The Service has reinstated elements of the programme and is currently reviewing the impact of external suppliers and internal resource availability.
EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)	Each workstream has undertaken equality and risk benefits analysis at the business case stage.
APPENDICES	None.
LIST OF BACKGROUND PAPERS	None.

1. **INTRODUCTION**

- 1.1 The purpose of this report is to provide a high level overview and update of current progress on the Safer Together Programme. At the previous meeting of the Committee on 16 July 2020, it was reported that the Safer Together Programme had not escaped the impacts of the current Coronavirus pandemic, however, supply chains and work has now re-commenced across the Programme and progress is once again being made.
- 1.2 The Safer Together Programme consists of the following key workstreams, namely:
- Service Delivery Operating Model (SDOM);
 - Fleet & Equipment (replacement);
 - Data and Digital Transformation.
 - People Development Workstream
- 1.3 The progress on each of these key workstreams is set out in this report.

2. **KEY ACHIEVEMENTS AND PROGRESS THIS PERIOD**

- ***Service Delivery Operating Model Workstream (SDOM)***

- 2.1. This workstream is made up of a number of strands of work which align to the Fire Authority decisions made in January 2020 following the public consultation. The progress made on each of these strands is described below.
- Pay for Availability (P4A)
- 2.2. On 1 October 2020, the first group of six stations transitioned to the new P4A duty system under voluntary agreement. 89 on-call firefighters moved to the new ways of working and the enhanced terms P4A offers.
- 2.3. The on-call model is important for the Service and paying on-call firefighters by the hour for their availability represents a significant move forward. When combined with other components of the Service Delivery Operating Model, the Service is improving response capability for its communities and creating a sustainable operating model for the future.
- 2.4. The Service will begin work with the second, larger early adopter group in November 2020, preparing them for their transition to P4A on 1 January 2021. Their particular characteristics, along with the experiences of both groups, will help develop and refine the Service's interim P4A solution and enable the creation of a blueprint for rollout across further groups.

Risk Dependent Availability

- 2.5. The project team is also working hard to progress the Risk Dependent Availability approach and is in discussion on the schedule of the roll out and reporting requirements for this piece of work (previously referred to in the consultation as on call at night only). This is also linked to the work being undertaken to move forward with a selective alerting approach which is an enabler for this piece of work, and would allow the Service to be flexible in its call back of on call staff.

Roving Appliance Model

- 2.6. Work is progressing well on the roving appliance model and a three phase approach has now been agreed in principle by the Programme Board. Phase 1 is aiming to roll out in January 2021 and will see the introduction of operational vehicles that will be crewed by utilising latent capacity by reassigning wholetime station based staff over and above standard crewing. They will undertake Prevention, Protection and Risk activity and will offer increased response capability within certain high risk areas.

Removal/replacement of P2 appliances and L4P roll out

- 2.7. The new 4x4 Ford Rangers (L4P) are now successfully on the run at the following stations:
- Bovey Tracey;
 - Okehampton;
 - Tavistock;
 - Dulverton;
 - Princetown;
 - Nether Stowey;
 - Lynton; and
 - Crediton.
- 2.8. The completion of Lynton and Crediton now means the P2 replacement agreed during the consultation is now complete, however, Lynton will also be receiving an All-Terrain Vehicle later in the year to accompany the new L4P.
- 2.9. The replacement of the P3 vehicles with an L4P will be completed by the end of January 2021. The Service is expecting to take receipt of the last 3 Rangers on order during week commencing 4 October 2020 which had been held up previously due to COVID-19 and supply chain issues.

Sale of Budleigh Salterton Station

- 2.10. The station sale went to sealed bids and a sale was agreed. Contracts have been exchanged and the sale is progressing.

Topsham Relocation

- 2.11. This relocation is progressing with planned works on the building that will house the on call at Station 45 Clyst St George commencing during week commencing 4 October 2020. These works will ensure that the on call crew have access to BA cleaning facilities and space for all of their kit and equipment. The relocation of both the move to Middlemoor and Clyst St George are on track for December 2020.

- ***Fleet Replacement Workstream***

Medium Rescue Pump (MRP) replacement

- 2.12. The new chassis are on order and the Project Team is working with E1 (supplier) on the design of the body, stowage and lay out of the crew cab. The team is also working through the procurement process on several of the inventory items required for the new vehicles. It is still anticipated at this point that the Service should be in receipt of the first batch of vehicles in Spring 2021.

All-Terrain Vehicles (ATV) - increased wildfire capability

- 2.13. The Service is now in receipt of all of the new ATV vehicles and these are currently progressing through our workshops to be prepared for roll out between November 2020 and January 2021.

Asset Management

- 2.14. Whilst phase 1 of this project is progressing which would see the upgrade to functionality in the system that manages our fleet, the team is currently experiencing a slight delay in the roll out whilst they await the suppliers resolution to an issue in the system which was highlighted during robust user acceptance testing. The team are currently awaiting an update on timescales to complete the roll out from the supplier and a further update will be provided on this project once that is known.

- ***Data and Digital Workstreams***

- 2.15. The Management of Risk Information (MORI) project development is now progressing again following its pause due to COVID 19 and Business Continuity. The first of the applications that will be complete will be for the MORI protection app which will enable increased capability in case management of the Service's business safety activity. Work also continues to enhance and develop a tool to aid in visualising the Service's view of dynamic risk.
- 2.16. To support all of this work, digital transformation of our data architecture continues to ensure that, in future, the Service can have confidence in a consistent approach to determining risk across all operational areas of the business.

- **People Development Workstream**

- 2.17 Within this workstream the team are currently concentrating on development of the Watch Manager (WM) log book, which will be released to WM cohort, followed by a version for each rank and support staff (linked to PPD). Talent pool concept has also been developed and will be used as part of the upcoming Area Manager process. Finally work to explore apprenticeship for leadership and management at all levels is also in progress. All of this work aligns to moving forward our People Strategy.

3. **CURRENT RISKS**

- 3.1. Whilst progress continues across the Programme, there is a risk from either:
- A local or national lockdown being imposed; or
 - Test and trace begins to affect the workforce both internally or externally.
- 3.2. This could impact through the contractors and suppliers the Service is reliant on, potentially affecting timescales moving forward. The Service continues to be in constant communication with our suppliers and monitors the situation in respect of the workforce internally through the Recovery team processes.

ACFO GAVIN ELLIS
Director of Service Improvement

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REPORT REFERENCE NO.	CSCPC/20/5
MEETING	COMMUNITY SAFETY AND CORPORATE PLANNING COMMITTEE
DATE OF MEETING	14 OCTOBER 2020
SUBJECT OF REPORT	GRENFELL RECOMMENDATIONS PROGRESS REPORT
LEAD OFFICER	DIRECTOR OF SERVICE DELIVERY
RECOMMENDATIONS	<i>That the report be noted.</i>
EXECUTIVE SUMMARY	This paper outlines progress with Service implementation of the recommendations from the Grenfell phase 1 inquiry and the additional Building Risk Review Grant funding.
RESOURCE IMPLICATIONS	The Service will receive a total grant of £455,125.65
EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)	Not applicable to this report.
APPENDICES	None
LIST OF BACKGROUND PAPERS	None

1. INTRODUCTION

- 1.1. At its meeting of the 16 July 2020, the Community Safety and Corporate Planning Committee noted the initial report (reference number CSCPC/20/2) of the Service regarding progress against the recommendations of Grenfell Tower Inquiry Phase 1 report.
- 1.2. The Committee agreed to receive reviews at future meetings and this paper provides the second progress report to assure the Committee in respect of the Service's actions in regards both the Phase 1 recommendations and the use of the Home Office grant funding to support implementation of these and general improvements in fire safety standards and outcomes.

2. GRENFELL TOWER INQUIRY PHASE 1 RECOMMENDATIONS

- 2.1. The Committee is reminded that, following the publication of the Grenfell Tower Enquiry Phase 1 report, the Service reviewed the recommendations and completed a high-level gap analysis against the Service's current position, identifying areas for immediate improvement or in preparation for future legislative or national guidance changes.
- 2.2. These recommendations have been compiled into a formal assurance tracker scrutinised by a Risk and Response Governance Board (RRGB). This Board will review progress monthly and has a nominated lead officer (Group Manager for Risk) assigned to oversee the implementation across multiple service areas.
- 2.3. Overall there were 44 recommendations which can be divided into two main groups:
 - National Fire Chiefs' Council (NFCC)/Legislative changes; and
 - Recommendations/ improvements for all Services and other agencies.
- 2.4. The Grenfell recommendations are specifically focused on high rise residential buildings. Within Devon & Somerset the Service has:
 - No high rise residential buildings over 18M with aluminium composite material (ACM) cladding. The three Devonport Towers in Plymouth have had all cladding removed and are fitted with sprinklers and full evacuation system, deeming them 'low risk' by the National Fire Protection Board
 - 172 buildings that apply to the high rise definition (these numbers include residential, student accommodation, hotels and others)
- 2.5. The Service's high rise definition for the purpose operational planning and response shall be defined as a building with 6 or more floors or a building of 18m or more in height (both include the level of fire service access.)

2.6. Current progress is as follows:

	Complete	Due/ongoing	Total
NFCC/Legislative	0	17 Note: Fire Safety Order consultation Due to start W/c 21/07/2020 completed by November 2020 Building Safety Bill Expected to become law in January/February 2021	17
Sector wide recommendations (DSFRS)	4	23 - Since the initial DSFRS review against the Grenfell Tower Inquiry Phase 1 report, every recommendation has been revisited in more detail to understand if there are alternative actions that we could complete against the recommendations. This has resulted in further improvements being explored, and therefore this figure may appear higher than in the previous report.	27

3. ADDITIONAL GRANT FUNDING

3.1 Previous reports to the Committee indicated that overall grant funding to support the outcomes of Grenfell as well as general improvements in fire safety standards and outcomes totalled £316,909.34. This is split into 2 grants as follows:

- Building Risk Review Programme Grant (£60,000)
- Protection Uplift Programme Grant (£256,909.34)

3.2 In addition to this, further funding has been released from the Home Office by Lord Greenhalgh through the National Fire Chiefs Council as follows:

- Grenfell Infrastructure Fund (£138,216.31)

Therefore total grant funding provided to the Service is £455,125.65.

- 3.3 The Building Risk Review funding must be used to deliver the Building Risk Review (BRR) programme as detailed by the NFCC, with continued guidance and support of the Fire Protection Board to achieve a review of the fire safety arrangements in all in scope high-rise residential buildings over 18 metres by December 2021.
- 3.4 The Service has established a multi-disciplined team consisting of officers from Protection, Prevention, Risk and Communication & Engagement which recognises the skills, knowledge and experience within DSFRS to deliver the programme efficiently and on time and the desire to further develop team members specialised fire safety knowledge and competence to enhance future Protection Delivery activities.
- 3.5 There are 89 identified buildings within the Service area and these are scheduled to be visited by the team between October 2020 and September 2021.
- 3.6 The Protection Uplift funding must be used to bolster fire protection capability and delivery in line with locally agreed integrated risk management plans and risk-based inspection programmes. The aim of the grant is to build long-term capability within fire protection functions, so there is an expectation that funding would be used to cover areas such as:
- Increasing protection resource;
 - Engaging front line crews more on low level protection;
 - Upskilling of operational staff;
 - Improving competency, accreditation, and qualifications;
 - Career pathways in protection.
 - Using an innovative approach to online training;
 - Making existing data systems work better including through the development of new data tools;
 - Digital platform (protection, prevention and risk);
 - Hardware (tablets, body cams).
- 3.7 The Grenfell Infrastructure Fund must be used to put in place a local Grenfell Inquiry recommendations function to help co-ordinate local activity and support the national work led by the NFCC; drive progress on local improvements and provide for smoke hoods and other technical investments.
- 3.8 As there is some local flexibility in the use of both the Protection Uplift and Grenfell Infrastructure funding the Service is developing options in line with the various desired outcomes to support our strategic objective of matching resources to risk. Future reports to this Committee will detail the activity undertaken.

ACFO PETE BOND
Director of Service Delivery