

Lakana Board Meeting 3rd February 2012

1. Board Membership

Commissioner – Ron Dobson, Deputy Commissioner – Rita Dexter, Deputy Head of Legal and Democratic Services – Linda Armstrong, Head of Health and Safety – Brenda Weir, Director of Operational Policy and Training – Gary Reason, AC Operations and Mobilising – Dave Brown, AC Operational Policy and Training – Jim Knighton, Assistant Commissioner Fire Safety Regulation – Steve Turek

2. Attendees

Ron Dobson (RD) – Commissioner/Chair
 Rita Dexter (RDe) – Deputy Commissioner
 Gary Reason (GR) – Director of Operational Policy and Training
 Dave Brown (DB) – AC Service Delivery
 Peter Mansi (PM) – Fire Investigation
 Mike Curran (MC) – Group Manager Investigation Team
 Tim Cutbill (TC) – DAC Investigation Team
 Linda Armstrong (LA) – Deputy Head of Legal and Democratic Services
 Joanne Stibbards (JS) – SOM Control
 Jim Knighton (JK) – AC Operational Policy and Training
 Lee Phillpotts (LP) – DAC Fire Safety
 Leah Clements (LC) – notes/Investigation team

3. Apologies

Dave Brown, Scott Hayward, Brenda Weir, Steve Turek

4. Minutes of last meeting

Minutes of the last meeting were agreed.

5. Action plan

- 5.1 **Action 13** – draft letter to CLG – this is currently with the Commissioner
- 5.2 **Action 14** – FSG, Policy for communications with the fire ground – this has been distributed to 75% of stations so far.
- 5.3 **Action 19** – Independent review of Control analysis – on the agenda. RDe requested for this to be re-worded to reflect that it was a review carried out by Legal and then David Wyatt in Information Management, rather than being independent.
- 5.4 **Action 25** – Search policy – this was submitted to BJCHSW in January
- 5.5 **Action 32** – ongoing
- 5.6 **Action 34** – At the previous meeting fire safety presented suggested lessons learned/recommendations but it needs to be resolved where these are going to sit in terms of the reporting and paperwork. LP commented that they will sit in different areas of responsibility. RD recommended that it must be determined which recommendations apply to which areas and the majority of these are likely to be progressed with CLG.

Action: LP to consider how to provide the list of recommendations.

6. Workstreams

a. Fire investigation

- 6.1 PM updated the Board on the progress of work with the MPS Imaging department. The Coroner has requested for a storyboard to be generated using hard times only. This has been discussed with the Police and it is likely that two separate presentations will need to be generated, as the hard times do not include detail such as the fire development and the smoke travel.
- 6.2 Some minor amendments have been made to the Fire investigation report and a revised version will be distributed. The appendices are complete and will be transferred onto the shared drive asap.
- 6.3 A meeting is being held with the Counsel for the Coroner to discuss the fire development. Another meeting is being held on the 20th February to discuss the presentation using hard times with the Coroner.

b. Fire safety

- 6.4 The report detailing the history of the building has been provided to MPS in January. It was stated that this is an internal report and is for information only.

c. General investigation

- 6.5 TC presented the latest version of the Operational Review report to the Board.
- 6.6 The report compares the high rise policy to the events that occurred on the day. It describes the events that took place up to 16:47 when the fire spread below the bridgehead, and the resulting impact that had on high rise operations and the gaps this highlighted in our policies.
- 6.7 A final conclusion has not yet been written. It is intended to include a section on the status of the action plan.
- 6.8 TC requested for comments from the Board. RD agreed but requested for the information in the high rise gap analysis to be included in the report. TC agreed that the gap analysis, PRO and PRC all need to be included in the report as work that has been carried out since the fire in order to reach these recommendations. RD confirmed that when the Board sign this report off they need to be confident that it takes into the account all the work that has been carried out since the fire.
- 6.9 TC stated that at this stage comments are required on the structure and the method of linking the analysis to the high rise policy.
- 6.10 RDe stated that the report is currently difficult to navigate and it would also be useful to have a presentation similar to the SAI style presentations that are provided.
- 6.11 RD requested for a separate meeting to be set up to go through the report in a presentation format.

Action: TC to arrange a separate meeting to go through the operational review report

d. Control

- 6.12 TC presented the latest version of the Control report to the Board. RD requested for the Board to comment and for TC to organise a separate meeting to discuss the comments.

Action: TC to arrange meeting to discuss comments on Control report.

7. AOB

- 7.1 LA stated that a meeting took place with the Police/HSE and Counsel for the Inquest on the 11th January regarding disclosure of information. The CPS are not prepared to disclose any information until they have made a decision. It was discussed whether there would be a confidentiality agreement between parties but no decision has been made.
- 7.2 Counsel for the Coroner is considering whether it is required to go further back than the last refurbishment, which we believe it is.
- 7.3 Two dates have been provided for potential pre inquest reviews – the 24th February and the 20th March. If CPS have not reached a decision, the later date will apply.
- 7.4 TC stated that another request has been received from the HSE for further information. This includes the Performance Review of Command and the Performance Review of Operations and information on fire survival calls over the last 5 year period. This information is being gathered and will be provided.
- 7.5 PM stated that it has been raised whether LAS should be an interested party due to the role of the Hazardous Area Response Team (HART) who were deployed at the incident to the 11th floor. A request has also been received regarding LFB's training documentation for work with HART. This refers to an MOU that was agreed with the LAS after the fire took place
- 7.6 TC raised the issue of informing staff and crews who attended Lakanal what the progress of the investigation is and what their role will be during the Inquest. RD agreed that this was important and they will be debriefed when LFB are preparing for the Inquest.

Action table

Ref	Action/Issue	Key Tasks	Lead Officer	Update	Complete
1	Analysis of High Rise Policy		AC/OP	7/1/10 completed 22/2/10 meeting held with CLG to discuss review of GRA	YES
2	Undertake BRE modelling		AC/FSR	7/1/10 work has commenced, it is expected to be complete in June 22/2/10 some initial modelling is completed and the reconstruction test is scheduled for the 22/3/10 7/4/10 reconstruction tests were successful 19/7/10 First draft of report has been received and sent back with comments. The test will also be run to consider the impact of the missing staircase. 22/12/10 Whilst our BRE final report has been received a meeting was held at BRE on 20 th December to discuss the CLG/BRE work stream. These results are to be shared with Police/LFB. Aiming to complete by the end of March. 4/2/11 CLG work ongoing and will be complete early March. 24/2/11 as above. 20/4/11 - Completed	YES
3	Complete Operational Sequential Time Event Plot		DAC Cutbill	5/5/10 decision not to proceed and now superseded by the Sequence of Events document	YES
4	Complete Sequence of Events		DAC Cutbill	7/8/10 draft provided to Police. Completion subject to further investigations 22/12/10 This is complete on the information available to date and may therefore be subject to change later.	YES
5	Undertake Gap Analysis of Control National and London FSG Policies		AC/SD	07/4/10 completed	YES
6	Review High Rise Policy		AC/OP	15/9/10 Policy has been revised in draft and is with Assistant Commissioners for comment 8/11/10 draft finalised, paper being	YES

				<p>formulated for CMB.</p> <p>22/12/10 Final paper in preparation for CMB.</p> <p>4/02/11 Meeting diarised 11th March</p> <p>24/02/11 as above.</p> <p>20/04/11 Awaiting final comments. Date to be set for final comments.</p> <p>25/05/11 Policy is with RB's for final consultation</p> <p>31/08/11 amendments made and policy now with Gordon Fielden</p> <p>30/11/11 policy now published</p>	
7	Review Control involvement in PRC and ORT meetings		AC/SD	<p>8/11/10 formalising Control's PRC process with separate PRC for Control, information sheet to be forwarded to operational PRC and RT officer.</p> <p>22/12/10 draft proforma has been completed.</p> <p>4/02/11 Debrief form completed.</p>	YES
8	FSG – Training to include input from Fire Safety Officers		AC/SD	15/9/10 – Training includes input from Fire Safety Officers	YES
9	FSG – Revise RIF file		AC/SD	<p>15/9/10 – Ongoing</p> <p>8/11/10 – draft complete, meeting with Ops policy scheduled this week.</p> <p>21/12/10 RIF has gone to ops manager/Control training section for comment, after which it will go live in the new year.</p> <p>4/02/11 This is ready to go live and will out with a Communications message next week.</p> <p>24/02/11 RIF went live 23rd February</p>	YES
10	Revision of Policy 539		AC/SD	<p>15/9/10 – Ongoing</p> <p>8/11/10 – Policy now on hotwire and includes AFA/shut in lifts. To be reviewed 01/11.</p> <p>21/12/10- completed</p>	YES
11	FSG -Initial Training		AC/SD	15/9/10 Initial Training on FSG is now provided later in induction training	YES

12	FSG – Refresher Training		AC/SD	<p>15/9/10 – Refresher training provided to all control staff, consideration being given to how this is completed in future years. It may include Computer Based training and STEP records</p> <p>8/11/10 – CBT package being formulated for alternate years. All training records now transferred to STEP.</p>	YES
13	Draft Letter to CLG re FSG		AC/SD	<p>15/9/10 – awaiting completion of investigation</p> <p>8/11/10 – letter reviewed and aligns with current report.</p> <p>21/12/10 – Review Group to feed back to Control. Next meeting Jan 7th.</p> <p>4/02/11 letter still in draft awaiting feedback from Control report.</p> <p>24/02/11 as above.</p> <p>20/04/11 as above.</p> <p>25/05/11 as above</p> <p>31/08/11 as above</p> <p>30/11/11 the letter will be reviewed at the Board meeting on the 12th December</p> <p>12/11/11 the Commissioner agreed for the letter to be sent to CLG</p> <p>3/02/12 the letter is with the commissioner for sign off.</p>	In progress
14	FSG – Policy for communications with the fire-ground		AC/SD	<p>15/9/10 – consideration is being given to standard formatted messages and two way communications. All responding senior officers should be informed of FSG calls.</p> <p>8/11/10 – meeting arranged with Ops Policy to progress 11th November.</p> <p>21/12/10 – Control have made contribution to draft policy, awaiting draft of template from Operational Policy.</p> <p>4/02/11 meeting held with Ops Policy. Ongoing.</p>	In progress

				<p>24/02/11 initial consultation being held. Policy to be taken to BJCHSW next month.</p> <p>20/04/11 With ACs for review, comments due by 4/05/11</p> <p>25/05/11 with GD for comment</p> <p>31/08/11 IR Control raised an issue which has been responded to. Policy ready for publication.</p> <p>30/11/11 Policy ready for publication</p> <p>12/12/11 policy ready for publication - forms to be printed and policy to be distributed to stations</p> <p>3/02/12 policy has been distributed to 75% stations so far</p>	
15	FBU Briefing		AC/OP	15/9/10 - Briefing conducted on 12/8/10	YES
16	Control – General Review of Training		AC/SD	<p>22/6/10 – Audit of Control ongoing.</p> <p>15/9/10 – Audit feedback now received. Enhanced role play was one recommendation and a more proactive training plan including use of STEP</p> <p>8/11/10 – see point 12</p> <p>21/12/10 – refresher training now complete</p> <p>4/02/11 refresher training complete. Meeting booked for 17th with FS to discuss CBT package. Complete.</p>	YES
17	Enhanced Training for Control Supervisors		AC/SD	<p>15/9/10 – Suggested two week course include attendance at Minerva training, will be piloted in new year</p> <p>8/11/10 – timetable agreed and 2 week package being formulated.</p> <p>21/12/10 – as above. No new supervisors have been taken on since package was completed.</p> <p>4/02/11 - complete</p>	YES
18	Draft Control Sequence of Events		AC/SD	8/11/10 – complete, included in report as appendix	YES
19	Review of draft Control analysis		H of LS	<p>8/11/10 – draft report prepared by 12th November for review.</p> <p>21/12/10 – meeting 7th January to</p>	In progress

				<p>continue this work.</p> <p>4/02/11 – review to be completed within 2 weeks.</p> <p>24/02/11 – review complete, meeting to be set up with Control.</p> <p>20/04/11 – meeting held. Ongoing.</p> <p>25/05/11 – draft report submitted to Board today.</p> <p>31/08/11 –review complete. Comments awaited from Board on Control report.</p> <p>30/11/11 – report currently being reviewed by the Head of Information Management</p> <p>12/12/11 – as above. The report will be submitted to the Board in January</p> <p>3/2/12 – report submitted to board meeting for comment.</p>	
20	Review of high rise fires where fires spread beyond the compartment		AC/FSR	<p>8/11/10 – ongoing</p> <p>21/12/10 – ongoing.</p> <p>4/02/11 – work ongoing.</p> <p>24/02/11 – research complete and will be incorporated into FI report.</p>	YES
21	Fire crews to increase the level of pre-planning at residential high rise fires to include single line diagrams showing number and location of individual flats.		AC/SD	<p>8/11/10 – ongoing, to be picked up by AC Brown and tied in with work AC Reason is carrying out regarding MDTs.</p> <p>21/12/10 – ongoing, as above</p> <p>4/02/11 – ongoing. Process is in place. Questions remain regarding line drawings being facilitated by the MDT.</p> <p>24/02/11 – in progress.</p> <p>20/04/11 – ongoing.</p> <p>25/05/11 – this is an ongoing process therefore is marked as complete</p>	YES
22	Policy/procedure on recording command information at the bridgehead.		AC/OP	<p>8/11/10 – incorporated into draft high rise policy</p> <p>21/12/10 – included in the high rise policy being submitted to CMB next year.</p> <p>4/02/11 – meeting arranged in</p>	YES

	hazard to crews from fallen cables			<p>equipment. RMD tasked with examining this.</p> <p>21/12/10 – as above. R&D formulating a report with options to consider.</p> <p>4/02/11 – as above</p> <p>24/02/11 – as above – search policy to include identification of equipment to deal with fallen cabling.</p> <p>20/04/11 – Incorporated into action 25 above. Completed.</p>	
27	Consideration of changing national requirements for the fixings of cables		AC/FSR	<p>8/11/10 – ongoing</p> <p>21/12/10 – ongoing</p> <p>4/02/11 – this has been raised with CLG.</p>	YES
28	The FSR Housing policy – review policy and LACORs agreement		AC/FSR	<p>8/11/10 – review complete, various Local Authorities signed up.</p> <p>21/12/10 – ongoing through CFOA</p> <p>4/02/11 – work has been carried out and some changes have been made in parallel with CFOA.</p> <p>24/02/11 – ongoing</p> <p>20/04/11 – LFB completed. Waiting to see if LACOR update guidelines.</p> <p>25/05/11 – letter to be sent to remind LAs to sign up.</p> <p>31/08/11 – letter circulated. Action complete.</p>	YES
29	Review engagement with Local Authorities		AC/FSR	<p>8/11/10 – LFB is currently engaged with all Local Authorities.</p> <p>4/02/11 – engagement continues to be carried out.</p>	YES
30	Raise standards on installation and testing of fire lifts as a national issue.		AC/FSR	<p>8/11/10 – advice requested, relates to prosecution. Ongoing.</p> <p>21/12/10 – installation group have held meetings with CFOA examining how this should be approached.</p> <p>4/02/11 – raised with CLG. Formal correspondence required.</p> <p>24/02/11 – ongoing</p> <p>20/04/11 – Letter to be sent to 'Association of lifts'. Ongoing.</p> <p>25/05/11 – letter prepared and</p>	YES

				signed by AC Turek. 31/08/11 – letter sent and positive response received	
31	FSR Team planning to continue targeting of social housing using a risk based approach.		AC/FSR	8/11/10 – team target established. 4/02/11 – incorporated into this year's planning process.	YES
32	Conduct post investigation/prosecution review, in particular in relation to liaison with MPS/CPS/HSE		AC/FSR	21/12/10 – This will not be commenced until the investigation is concluded. 4/02/11 – ongoing – as above. 24/02/11 – ongoing – as above. 20/04/11 – ongoing – as above. 25/05/11 – ongoing as above 31/08/11 – as above 30/11/11 – as above 12/12/11 – as above 3/02/12 – as above	In progress
33	Review learning and training for inspecting officers in terms of social housing.		AC/FSR	8/11/10 – module has been revised.	YES
34	Consider any external and national RFS issues		AC/FSR	8/11/10 – ongoing, meeting scheduled for 17 th November with contracts expert. 21/12/10 – ongoing consideration 4/02/11 – ongoing consideration. 24/02/11 – ongoing. 20/04/11 – ongoing. 25/05/11 – ongoing as above 31/08/11 – as above 31/11/11 – as above 12/12/11 – national recommendations discussed at the meeting. 3/02/12 – recommendations discussed at meeting – see action in minutes.	In progress

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes the need for transparency and accountability in all financial dealings.

2. The second part of the document outlines the various methods and techniques used to collect and analyze data. It includes a detailed description of the sampling process and the statistical methods employed to interpret the results.

3. The third part of the document presents the findings of the study. It includes a series of tables and graphs that illustrate the trends and patterns observed in the data. The results are discussed in the context of the research objectives and the existing literature.

4. The fourth part of the document provides a conclusion and a summary of the key findings. It also includes a list of recommendations for future research and a discussion of the limitations of the study.

5. The fifth part of the document contains a list of references and a list of appendices. The references include a list of books, articles, and other sources used in the study. The appendices contain additional information that is relevant to the study but is not included in the main text.