

## **Lakanal Board Meeting**

### **4<sup>th</sup> February 2011**

#### **1. Board Membership**

Commissioner – Ron Dobson, Deputy Commissioner – Rita Dexter, Interim Head of Legal Services – Linda Armstrong, Head of Health and Safety – Brenda Weir, Director of Operational Policy and Training – Gary Dobson, AC Service Delivery – Dave Brown, AC Jim Knighton, AC Steve Turek

#### **2. Attendees**

Ron Dobson (RD) – Commissioner/Chair  
Rita Dexter (RDe) – Deputy Commissioner  
Dave Brown (DB) – AC Service Delivery  
Linda Armstrong (LA) – Interim Head of Legal Services  
Steve Turek (ST) – AC Fire Safety  
Peter Mansi (PM) – GM Fire Investigation  
Joanne Stibbards (JS) – SOM Control  
Jim Knighton (JK) – AC Operational Policy and Training  
Scott Hayward (SH) – POM Control  
Leah Clements (LC) – Investigation team/notes  
Brenda Weir (BW) – Head of Health and Safety  
John Bradbury (JB) – DAC Fire Safety

#### **3. Apologies**

Director of Operational Policy and Training - Gary Dobson

#### **4. Minutes of last meeting**

- 4.1 JK raised the 2 outstanding supplementary matters on page 3. He confirmed LFB follow NICS guidance on this.

#### **5. Actions**

- 5.1 Action 2 - BRE modelling – TC confirmed the final report is complete but the CLG work is still ongoing and will be finished early March. LFB have answered the only questions they intend to ask us regarding movements of crews, etc.
- 5.2 Action 6 – Review of high rise policy – JK confirmed a meeting has been diarised for 1<sup>st</sup> March.
- 5.3 RDe raised the need to report to CS committee in March on the GRA high rise/timber frame. RD stated that piece of work is very much around the building and the building design. The high rise policy relates to how we would tackle the fire if there was a fire in the building. RDe wanted it to be acknowledged that LFB keep the operational high rise policy under constant review. The Board agreed.
- 5.4 Action 7 – Control involvement in PRC/ORT - JS confirmed this is complete. A debrief form has been formulated that is completed by Control and sent to ORT. They will then discuss whether Control should be invited to the PRC.



- 5.23 Action 32 – post investigation review - this will largely be done at the end of the process particularly around LFB's relationship and interaction with other agencies. JB commented there was a meeting with ACPO where a discussion was held regarding protocol.
- 5.24 Action 33 – learning and training for inspecting officers – the policy and training team are both engaged.
- 5.25 Action 34 – ST confirmed national issues will fall out of this naturally.

## **6. Workstreams**

### **a. Fire investigation**

- 6.1 PM confirmed work on the Fire investigation report is ongoing and is on target for end of February.
- 6.2 A summary of the key events from the timeline is being put together in order to inform the Police's imaging department who will be creating a visual representation of events at Lakanal. This will enable the building's layout and features and the main events on the day to be explained to a jury. They have modelled the flats and the TV to demonstrate how the fire started. It was agreed that the modelling will be created in a series of 'layers', showing how the fire started, how it spread, smoke spread, the evacuation of residents and the movements of crews.

### **b. Fire Safety**

- 6.3 Work is ongoing.

### **c. Control**

- 6.4 Action points have been discussed. JS/SH awaiting feedback on their report from CC.

### **d. Ongoing investigation**

- 6.5 A meeting was held with BRE/Police on Wednesday. MPS are starting to put together a timeline of events which will in turn be shared with LFB.
- 6.6 BRE have been requested by CLG to look at the staircase in Lakanal and why it became smoke logged in order to inform the GRA.
- 6.7 HSE have confirmed that they have considered the Construction Design Management Regulations but this has been discounted as applying to this investigation. They have requested LFB's high rise risk assessment and a statement to confirm that the high rise policy was written on the back of the GRA.
- 6.8 TC is arranging a meeting with the Police to review possibility of any potential conflict of interest.

## **7. AOB**

- 7.1 TC confirmed in January 2010 the Board agreed a draft overarching report structure. This relied heavily on extensive summaries of the Fire

Investigation and Fire Safety reports. However, as reports developed it became clear that these reports needed to be read in full rather than being summarised due to their complex and detailed nature. The team suggested an alternative structure which was agreed in November 2010. The draft report was shared with the Board to invite initial comments on structure.

- 7.2 LA advised on the timing of the report. RD agreed that this report should start to be written now drafted as far as possible. RDe stated the report should be written by the investigation team and relevant departments consulted with as necessary throughout.
- 7.3 TC requested for any comments from the Board to be submitted to him.
- 7.4 TC questioned the method of highlighting unusual and difficult circumstances throughout the sequence of events as outlined in the overarching report. The Board supported this method.
- 7.5 TC confirmed that this report will need to remain in draft until the the investigation is concluded.
- 7.6 RDe commented that this report needs to be providing something distinctly different to the other reports and it must be very clear what the purpose of this report is.

## APPENDIX 1 ACTION PLAN

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 <sup>th</sup> 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.	In progress
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	?/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 formulated for CMB. 22/12/10 Final paper in preparation	In progress

				for CMB. 4/02/11 Meeting diarised 11 <sup>th</sup> March	
7	Review Control involvement in PRC and ORT meetings		AC/SD	8/11/10 formalising Control's PRC process with separate PRC for Control, information sheet to be forwarded to operational PRC and RT officer.  22/12/10 draft proforma has been completed.  4/02/11 Debrief form completed.	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	15/9/10 – Ongoing  8/11/10 – draft complete, meeting with Ops policy scheduled this week.  21/12/10 RIF has gone to ops manager/Control training section for comment, after which it will go live in the new year.  4/02/11 This is ready to go live and will out with a Communications message next week.	In progress
10	Revision of Policy 539		AC/SD	15/9/10 – Ongoing  8/11/10 – Policy now on hotwire and includes AFA/shut in lifts. To be reviewed 01/11.  21/12/10- completed	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	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  8/11/10 – CBT package being formulated for alternate years. All training records now transferred to STEP.	YES
13	Draft Letter to CLG re FSG		AC/SD	15/9/10 – awaiting completion of investigation  8/11/10 – letter reviewed and aligns with current report.	In progress

				21/12/10 – Review Group to feed back to Control. Next meeting Jan 7 <sup>th</sup> .  4/02/11 letter still in draft awaiting feedback from Control report.	
14	FSG – Policy for communications with the fire-ground		AC/SD	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.  8/11/10 – meeting arranged with Ops Policy to progress 11 <sup>th</sup> November.  21/12/10 – Control have made contribution to draft policy, awaiting draft of template from Operational Policy.  4/02/11 meeting held with Ops Policy. Ongoing.	In progress
15	FBU Briefing		AC/OP	15/9/10 - Briefing conducted on 12/8/10	YES
16	Control – General Review of Training		AC/SD	22/6/10 – Audit of Control ongoing.  15/9/10 – Audit feedback now received. Enhanced role play was one recommendation and a more proactive training plan including use of STEP  8/11/10 – see point 12  21/12/10 – refresher training now complete  4/02/11 refresher training complete. Meeting booked for 17 <sup>th</sup> with FS to discuss CBT package. Complete.	YES
17	Enhanced Training for Control Supervisors		AC/SD	15/9/10 – Suggested two week course include attendance at Minerva training, will be piloted in new year  8/11/10 – timetable agreed and 2 week package being formulated.  21/12/10 – as above. No new supervisors have been taken on since package was completed.  4/02/11 - complete	YES
18	Draft Control Sequence		AC/SD	8/11/10 – complete, included in	YES

	of Events			report as appendix	
19	Independent Review of draft Control analysis		H of LS	8/11/10 – draft report prepared by 12 <sup>th</sup> November for independent review.  21/12/10 – meeting 7 <sup>th</sup> January to continue this work.  4/02/11 – review to be completed within 2 weeks.	In progress
20	Review of high rise fires where fires spread beyond the compartment		AC/FSR	8/11/10 – ongoing  21/12/10 – ongoing.  4/02/11 – work ongoing.	In progress
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	8/11/10 – ongoing, to be picked up by AC Brown and tied in with work AC Reason is carrying out regarding MDTs.  21/12/10 – ongoing, as above  4/02/11 – ongoing. Process is in place. Questions remain regarding line drawings being facilitated by the MDT.	In progress
22	Policy/procedure on recording command information at the bridgehead.		AC/OP	8/11/10 – incorporated into draft high rise policy  21/12/10 – included in the high rise policy being submitted to CMB next year.  4/02/11 – meeting arranged in March.  Included in Action point 6	YES
23	Policy/ procedure for operational staff dealing with fire survival calls at an incident		AC/OP	8/11/10 – meeting arranged with Ops Policy to progress 11 <sup>th</sup> November.  21/12/10 – working with Control on the first draft.  4/02/11 - ongoing	In progress
24	Policy/procedure for controlled movement of a bridgehead at a high rise incident.		AC/OP	8/11/10 – included in draft high rise policy  21/12/10 – included in the high rise policy being submitted to CMB next year.  4/02/11 – in progress  Included in Action point 6	YES
25	Policy/procedure for conducting search		AC/OP	8/11/10 – draft complete. Board agreed for generic note rather than	In progress

	operations – to include guidance for those conducting search operations and those having to manage those operations			specific BA note to be progressed. 21/12/10 – first draft complete. Risk assessment being carried out. Meeting booked for early January. 4/02/11 – first draft complete. In progress.	
26	Policy/procedure for the means of mitigating the hazard to crews from fallen cables		AC/OP	8/11/10 – considering inclusion of wire cutters in bridgehead equipment. RMD tasked with examining this. 21/12/10 – as above. R&D formulating a report with options to consider. 4/02/11 – as above	In progress
27	Consideration of changing national requirements for the fixings of cables		AC/FSR	8/11/10 – ongoing 21/12/10 – ongoing 4/02/11 – this has been raised with CLG.	YES
28	The FSR Housing policy – review policy and LACORs agreement		AC/FSR	8/11/10 – review complete, various Local Authorities signed up. 21/12/10 – ongoing through CFOA 4/02/11 – work has been carried out and some changes have been made in parallel with CFOA.	In progress
29	Review engagement with Local Authorities		AC/FSR	8/11/10 – LFB is currently engaged with all Local Authorities. 4/02/11 – engagement continues to be carried out.	YES
30	Raise standards on installation and testing of fire lifts as a national issue.		AC/FSR	8/11/10 – advice requested, relates to prosecution. Ongoing. 21/12/10 – installation group have held meetings with CFOA examining how this should be approached. 4/02/11 – raised with CLG. Formal correspondence required.	In progress
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.	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 <sup>th</sup> November with contracts expert. 21/12/10 – ongoing consideration 4/02/11 – ongoing consideration.	In progress