

APPENDIX 1

LAKANAL HOUSE WORKING GROUP ACTION PLAN MONITORING REPORT

R.A.G. Progress Codes:

Red = Target date overdue, Amber = Action being taken to address, Green = On target, Blue = Completed

CORONER'S RULE 43 RECOMMENDATIONS

Action No.	Coroner's recommendation	LFB action	Target date	R. A. G.	Action Update - September 2013
1	<p>The Brigade should consider how to improve dissemination of fire safety information to achieve effective communications with residents of buildings like Lakanal House.</p> <p>NB: The full wording of this recommendation did make it clear that this is a matter that primarily concerns housing providers.</p>	<p>Explore how communications with partners may be improved through the following:</p> <p>a) Establishing a Fire Safety High Rise forum</p>	August 2013		<p>The Inaugural Forum meeting was held on 4 October. This was well attended by 22 delegates representing both public and private sector landlords, including London Councils, the National Social Housing Fire Strategy Group, the Association of Residential Letting Agents and a number of other umbrella associations. The forum covered a range of topics including:</p> <ul style="list-style-type: none"> the purpose of the forum issues raised by the Coroner in her Rule 43 letters a discussion on the RRO and the experiences of each organisation regarding its effectiveness and how it could be improved expectations and outcomes of the Forum and other topics for consideration

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		b) Review existing information provided to residential high rise dwellers	August 2013		<p>All Home Fire Safety guidance has been reviewed and specific guidance for high rise dwellers prepared.</p> <p>25,000 leaflets on Compartment Fires with revised messages for residents are now available for use by station staff and Community Safety teams.</p> <p>The LFEPA Web site has been updated to reflect the revised guidance. The Fire Safety (Regulatory) Department is now working with London Councils and a number of housing providers to determine how this information will be effectively communicated to residents.</p> <p>The information has also been sent to DCLG for consideration as national guidance.</p> <p>Over and above this requested work, (a) the Communications Department are also now working on a wider communications strategy; and (b) BRE have agreed to work with LFB to provide their presentation to a wider audience.</p>
2	The Brigade review procedures for sharing information gained as a result of section 7(2)(d) visits, familiarisation and home fire	a) Review existing policy related to information gathering and contingency plans	December 2013		<p>A review of PN 800: 'Information Gathering / Contingency Plans' has been completed and officers are currently developing the additional 7(2)(d) guidance that will be included in the revised note.</p>

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	safety visits with crews from both within the station in question and at other local stations.	b) Create an inspection regime targeted at high priority buildings	December 2013		<p>Officers are collecting details from Fire Safety visits and visual audits in order to identify premises that may require inclusion on the Operational Risk Database.</p> <p>Work is also being undertaken within the Station Diary rebuild to allow more effective management of outside duties, including recording those premises that have been scored, but the result means there is no requirement to enter the premises on the Operational Risk Database.</p> <p>In addition to the above details of existing 7(2)(d)s and AFA/ Non domestic building fires over the past three years have been collated. The data is currently being cross referenced to ensure the 7(2)(d) visit and Operational Risk Databases include known risks and high priority buildings.</p> <p>When the above processes have been completed staff will have access to a comprehensive database of premise related information, which will be used to inform and support the Brigade's inspection activities.</p>
		c) Develop new policy/guidance to address known outstanding risks identified through home fire safety	December 2013		<p>Analysis has been undertaken to establish how serious outstanding risks are currently identified, reported and dealt with. The analysis also identified what improvements are required to ensure consistency of approach and availability of</p>

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		visits			<p>information.</p> <p>A flow chart is now being developed to support station based staff, which will be accompanied by policy guidance. This guidance will elaborate on the means available to lower fire risks, including new advice on issues such as dementia and mental illness, where an individual's capacity to respond to a smoke alarm may be impaired.</p> <p>Discussions are on-going with the Information Management Team (IMT) to determine the most appropriate data capture process ensuring that where there are risks that may have an impact upon tactical decision-making, these are shared with attending crews via Control or the Mobile Data Terminal. This approach is identical to the one introduced as part of the new hoarding policy.</p>
		d) Set corporate targets for 7 (2) (d) activities	December 2013		<p>Once the data collation exercises described in point (b) above has been completed, work will be finalised to create a suitable indicator that ensures each station has a performance target for visiting the correct number of premises.</p>

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3	The Brigade review its policies and procedures concerning incident command, having regard to whether it is effective for the choice of the IC to be tied closely to the number or types of appliances attending an incident, and training be given to ICs to enhance their training in relation to the following: <ol style="list-style-type: none"> 1. Use of the Dynamic Risk Management model and other management tools to enable ICs to analyse a situation, and to recognise and react quickly to changing circumstances. 2. To recognise when to escalate attendance by more experienced ICs. 3. To anticipate that a fire might behave in a manner inconsistent with the compartmentation principle. 	a) Implement recommendations from the report 'Review of incident command and support levels'.	December 2013		<p>Officers are preparing to commission training for the revised Incident Command thresholds for Group Managers and Deputy Assistant Commissioners.</p> <p>Consultation relating to this policy change is on-going with staff side.</p>
		b) Review incident command training to ensure the 7 points are adequately covered	September 2013		<p>Babcock have recently completed a full review of incident command training and a draft Course Review report was received by officers on 2nd August 2013. This is now being considered and will inform revisions and improvements to the suite of incident command training solutions.</p> <p>Officers also instructed Babcock to confirm that all 7 incident command (IC) related recommendations are sufficiently and comprehensively covered within the existing suite of training courses. Babcock has confirmed that all 7 issues are covered in the existing suite of command training albeit, there may be opportunities to emphasise the Lakanal event during some inputs.</p> <p>The Babcock Incident Management suite of training interventions (specifically relevant to high rise scenarios) are regularly monitored by the Operational Assurance Department through direct observation and assessed by the Operations Review Team at training events. This has confirmed that the 7 IC related issues are fully</p>

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	<p>4. To be aware of the risks to those above and adjacent to the fire flat.</p> <p>5. Handover from one IC to the next and effective deployment of outgoing ICs</p> <p>6. The collection of information from all possible sources</p> <p>7. Use of methodical search patterns</p>				<p>embedded within all incident command training exercises.</p> <p>As an on going quality assurance initiative, the issues detailed in this recommendation will form a standing Agenda item at the quarterly Incident Command Forum meetings. These meetings will explore opportunities to further embed these IC related issues into other parts of the training course portfolio.</p> <p>As an additional safeguard, the requirements are being further monitored at the weekly Babcock /LFB Incident Management training liaison meetings .</p>
		c) Introduce a case study training package, to incorporate learning outcomes from the inquest	December 2013		<p>In addition to the wider course review, detailed specifications for a number of new 'case study' training packages are currently being developed, which will also cover the key Lakanal incident command themes.</p> <p>One of these packages covering methodical search patterns was launched as part of Operational News 25. This was published at the beginning of October.</p> <p>A further 'case study' training package detailing the specific issues arising at the Lakanal incident has also been commissioned. This package is due</p>

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					<p>to be available by the end of the calendar year (2013).</p> <p>In addition to the above officers have recently commissioned a further training package that will cover role identification, briefings and command structures. This will be included within Operational News Issue 26 that is due to be published by the end of January 2014.</p>
4	The Brigade considers whether training be given to operational crews about Brigade Control practices and procedures	a) Staff to be reminded of revised FSG practices	March 2014		<p>An Operational News publication covering Fire Survival Guidance (FSG) protocols was issued to all operational staff in March 2013. A pilot for a joint Brigade Control and Command Unit training exercise was successfully completed in late 2012/13 and six exercises have now been planned in quarter 3 of 2013/14.</p> <p>A new online system which enables operational staff to be assessed, in the workplace, on their knowledge of Brigade policies and procedures was launched in June 2013.</p> <p>Two boroughs have arranged specific FSG exercises at station level and the remaining borough commanders have included this in their annual training plan. All these exercises will include station based staff and senior officers.</p>

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		b) Develop specification for a new training solution covering Brigade Control practices and procedures	February 2014		<p>A specification requiring changes to the initial training packages for trainee firefighters has been drafted. These changes will be introduced as part of the revised trainee firefighter programme once recruitment recommences.</p> <p>A commissioning document is also being drafted by officers, which will require Babcock to develop a new training solution aimed at raising awareness of Brigade Control practices and procedures. Once completed this training package will be made available to all staff via the Training Icon available on the Brigade's desktop computers.</p> <p>Development of the training package is scheduled to commence in mid October.</p>
		c) Arrange for training, solution, detailed in b) above, to be undertaken by all operational staff.	March 2014		Dependent on the above.
5	The Brigade considers whether it would be beneficial to use additional breathing apparatus radio communications channels and personal radio channels at	a) Engage with the training contractor to ensure that issues relating to incident communications	December 2013		Following a risk versus benefit analysis of this proposal officers took the decision not to change the existing BA communications policy. This decision was explained in detail in the response to the Coroner. However, it was acknowledged that operational staff would benefit from having more

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	major incidents to reduce the amount of traffic on each channel	are embedded within current operational training.			<p>detailed guidance relating to BA communications, which has resulted in two training packages being commissioned through Babcock. These training packages will be available to all operational personnel and cover the available communications equipment and its effective use at operational incidents. The incidents chosen within these packages include both high-rise and sub-surface, with scenarios that demonstrate how certain communication issues can be resolved using LFB equipment currently carried on Command Units.</p> <p>The target date for roll-out of these training packages is November 2013.</p>