

Witness statement of: Scott Hayward

No of statement: 2

Exhibits: 26

Date of statement:

GRENFELL TOWER INQUIRY

SECOND WITNESS STATEMENT OF SCOTT HAYWARD

I, Scott Hayward, will say as follows:

1. I make this additional statement for the purposes of Phase 2 of the Grenfell Tower Inquiry (“GTI”). This should be read together with the witness statement that I previously produced to the Inquiry dated 1 May 2019 (the “**First Witness Statement**”).
2. In preparing this statement, I have again endeavoured to identify documentation or the source of the documentation that may assist the Inquiry. Any documentation that I am able to access and which has not, to the best of my knowledge, previously been provided to the GTI is exhibited to this statement. If any further information becomes known I would be happy to provide a further statement if required.
3. I am willing to attend the GTI to answer questions or provide any further assistance that may be deemed appropriate.

Introduction

4. My First Witness Statement focused on the events in the years leading up to the fire at Grenfell Tower on 14 June 2017 (the “**Incident**”) and subsequent events. In particular, it provided an account of the training delivered to staff in the Control room following the Lakanal House fire in July 2009 (“**Lakanal House**”) to the present day, and addressed why Fire Survival Guidance (“**FSG**”) training did not happen as consistently as expected during this period.
5. On 7 October 2019, the GTI sent a letter requesting that I provide further evidence under Rule 9 of the Inquiry Rules 2006 (the “**Letter**”). The Letter requested that I

provide a further written statement addressing a number of identified issues and exhibiting further documentary evidence where appropriate.

6. As outlined in paragraphs 9 and 10 of my First Witness Statement, my role within the LFB from August 2006 – July 2019 was Principal Operations Manager (“**POM**”) (previously named Principal Controller until May 2009). In this role, I was responsible for the management of day-to-day Control room functions and ensuring an efficient and effective 24/7 emergency response service.
7. I am no longer an employee of the London Fire Brigade (“**LFB**”) and left my role in July 2019. On this basis, I am unable to provide an answer to some of the queries set out in the Letter. Where I am unable to answer a query, but am able to identify the appropriate person(s) capable of providing a satisfactory answer, I have provided their name, rank and role.
8. I believe that a number of the documents requested in the Letter have already been exhibited to my First Witness Statement. I have endeavoured to identify where I believe these materials have already been exhibited throughout this additional statement. As I am no longer an LFB employee, I do not have direct access to documentation held internally by the LFB. To assist the GTI, I have endeavoured to obtain documents from the LFB where possible. Any further requests for documents may be best addressed to Assistant Commissioner (“**AC**”) Jonathan Smith, who now has responsibility for the Control room.

Responses to requests in the Letter

9. For convenience, I have reproduced the requests and numbering in the Letter and I set out below my responses in relation to each.

Lakanal House Board Action Plan

1a. As to action 5:

Please detail how you undertook the gap analysis and how the task was divided between yourself, SOM Smith, DAC Cutbill and Tom Davis. Please explain what role, if any, AC Brown undertook in this regard.

10. Senior Operations Manager (“**SOM**”) Smith and I carried out the initial gap analysis by comparing “National Guidance Fire Service Circular 10/1993 Annex B – FSG Training package” (the “**National Guidance**”) with LFB internal documentation including Policy

539 (Emergency Call Management) ("PN 539") and the Control FSG PowerPoint. These documents are exhibited to my First Witness Statement at SH/4, SH/5 and SH/33 respectively. We also considered the FSG Reference Information File ("RIF"), a copy dated 2013 is exhibited at SH/8 to my First Witness Statement.

11. Once we had compared these documents, we then further identified the areas of the National Guidance that were not reflected in PN 539 and in the staff training materials. We also considered national policy recommendations.
12. The gap analysis was discussed during a number of meetings involving SOM Smith, Deputy Assistant Commissioner ("DAC") Cutbill, Tom Davis and me. Any gaps between the National Guidance and LFB Control FSG policies were discussed and the LFB documents were updated. A history of the revisions to PN 539 and when those revisions were made is set out at the end of PN 539.
13. I am not aware if there are any Outlook diary entries for these meetings. These meetings were not minuted, and given the passage of time, I do not remember all of the precise changes that were made, although again, a history of the revisions is set out at the end of PN 539. The gap analysis is exhibited to my First Witness Statement at SH/3 (Annex B).

Division of Tasks

14. Tasks were not specifically divided in any particular way while carrying out this exercise, but each attendee at the meetings had a different skill set and so was able to assess the materials from a different perspective:
 - As POM, I had managerial responsibility for Control room;
 - SOM Smith was an experienced Control officer at all levels and had the expertise and knowledge of Control room functions and processes;
 - DAC Cutbill had expertise as an operational firefighter; and
 - Tom Davis was a member of the legal team.

Role of AC Brown

15. AC Brown was responsible for central operations and operational response, which included Control. He was focused on both the operational and the Control side of the

investigation into Lakanal House. AC Brown was not directly involved in the meetings between SOM Smith, DAC Cutbill, Tom Davis and me, but I understand that DAC Cutbill and Tom Davis provided AC Brown with update briefings at the Lakanal Board meetings. Minutes of the Lakanal House Board meetings are exhibited with my First Witness Statement at SH/1, SH/15, SH/16, SH/17, SH/19, SH/21 – SH/24. I do not have any greater knowledge of the information that was passed to AC Brown by others.

1b. As to action 8:

i. Please exhibit a copy of the national guidance (Fire Service Circular 10/1993).

16. A copy of this document is exhibited to my First Witness Statement at SH/4.
17. I understand that FSG guidance techniques previously originated from Annex C to the Lakanal House fire report exhibited at SH/3 to my First Witness Statement (entitled "Control Personnel Training Document"). I am aware that this Annex C was appended to FSG 10/1993.

ii. Please explain what you mean by "input from Fire Safety Officers":

18. A Fire Safety Officer is a degree-qualified operational officer. It was intended that a Fire Safety Officer would attend the FSG training for new entrants and would provide an overview of fire behaviour and building construction as part of the FSG training. It was not always possible for a Fire Safety Officer to attend the FSG training, and in such circumstances, Control training staff delivered fire behaviour and building construction training to new entrants in addition to providing FSG training.

iii. Please exhibit the presentation to which you refer which was provided to new entrants by Fire Safety Officers, if this presentation is different to that exhibited at SH/7;

19. To the best of my knowledge, the presentation provided to new entrants by Fire Safety Officers is not different to the presentation exhibited at SH/7 of my First Witness Statement.

iv. Please explain whether the training was repeated after 2010 and if so, the dates of when it was provided;

20. The training at action 8 of the Lakanal House Board Action Plan related to new entrants and, to the best of my recollection, there were no new entrants to the Control room between 2010 and 2014.

21. I have set out details of the new entrants training that took place between 2014 and June 2017 at paragraph 81 of my First Witness Statement.

v. If it was not repeated as intended, please explain why.

22. As set out above, there were no new entrants to Control during that period. Between 2014 and June 2017, there was 36 new entrants and I understand that new entrant FSG training took place.

1c. As to actions 9 and 10, please explain whether you took any role in reviewing and/or auditing the work of Lindsay Turner when she revised the Operator and Supervisor Reference Information Files and the FSG element of PN 539. Please also explain which individuals in the OST were involved.

SOM Lindsay Turner

23. SOM Turner was responsible for Control room training and prior to her promotion to SOM she was a Control Commander (now Operations Manager) in the training department. As a result of her previous experience in training, SOM Turner had the necessary knowledge to review the Operator and Supervisor RIFs and the FSG element of PN 539.

24. I did not take an active role in reviewing and/or auditing the work of SOM Lindsay Turner when she revised the Operator and Supervisor RIFs and the FSG element of PN 539. I was not employed as a Control officer and had not completed a Control officers' course. Nevertheless, I had a high-level understanding of SOM Turner's review. I ensured that I had an overview and understanding of the Control functions.

Other individuals involved in the review

25. The team consisted of:

- Acting Control Commander Christine Sharp;
- Senior Control Officer Nikki O'Shea;
- Senior Control Officer Amelia Reynolds; and
- Senior Control Officer Robin Hannan.

26. I cannot recall specifically which other officers were part of the revision of PN 539.

1d. As to action 11:

i. Please detail and exhibit the training presentations and/or packages that were developed to deliver initial FSG training.

27. I understand that the training presentation exhibited at SH/33 to my First Witness Statement is either the same training document developed to deliver initial FSG training or is substantially similar to this document.

ii. Please exhibit all of those referred to in respect of pre-inquest action 11 in the Lakanal Assurance Report (dated 7 August 2018) ("the Report") [LFB00004801]:

28. The training presentations covering training for Control staff and building structure (types and concepts) are exhibited at SH/33 and SH/7 to my First Witness Statement.

iii. Please set out when it was intended that this training would be delivered and the dates of when it was delivered from the time it was introduced until June 2017.

29. The training was intended to be delivered in person bi-annually and in the intervening years it was intended that an online computer-based training ("CBT") package would be reviewed by all Control staff. I have obtained from the LFB, and exhibit to this statement, two Excel spreadsheets of the Individual Training Records ("ITRs") (SH2/1 and SH2/2) and records of OST training for the periods 2011 - July 2015 (SH2/3) and July 2015 - February 2019 (SH2/4).

1e. As to action 12:

i. Please exhibit all documents that evidence the recurring programme of FSG refresher training which was created:

30. Please see exhibit SH/33 to my First Witness Statement for the FSG refresher training PowerPoint presentation.

31. The spreadsheet exhibited to my First Witness Statement at exhibit SH/32 details the ITRs held on the LFB Central System. As set out above, and for convenience, copies of the Excel versions of the ITRs are exhibited at SH2/1 and SH2/2.

32. Control training was recorded locally and not connected to the main LFB database (STEP). OST would have their own records of training conducted by Control personnel. This information should have been updated in the STEP database. Copies of the OST

records for the periods 2011 - July 2015 and July 2015 - February 2019 are exhibited to this statement at SH2/3 and SH2/4.

ii. Please set out details regarding the name and content of the refresher FSG training that was carried out between 2010 and 2013 and detail to whom it was delivered;

33. The FSG refresher training presentation is exhibited at SH/33 to my First Witness Statement and is titled "Fire Survival Guidance". This presentation covers a wide variety of FSG topics, including the purpose and basic principles of FSG guidance. For example, it identifies the process to follow when identifying if callers require fire survival guidance, how to follow the pre-determined guidance and how to make the appropriate assessment of the information gained from FSG callers.
34. Please refer to exhibits SH2/1 - SH2/4 for details of individuals who attended refresher FSG training between 2010 and 2015. Please note, the title of courses attended varies between entries.

iii. Please set out details regarding the name and content of the refresher FSG training that was carried out between 2013 and 2017 and detail to whom it was delivered;

35. The name and content of the refresher FSG training did not change between 2013 and 2017. Please refer to SH/33 of my First Witness Statement.
36. Please see SH2/1 - SH2/4 for details of individuals who received refresher FSG training between 2013 and 2017. As above, please note that the title of courses attended varies between entries.

iv. Please explain who was responsible for ensuring that the recurring programme was established and maintained;

37. OST was responsible for establishing and maintaining the recurring training plan as directed by the SOM. After I assumed head of service in 2016, I was accountable for ensuring that training was delivered. Prior to this, an Assistant Commissioner would have had responsibility for ensuring training was delivered. This would have sat with AC Chandler and thereafter AC Tom George prior to 2016.
38. Between 2009 and 2019, I delegated training responsibilities to a number of SOMs – all of whom were Control staff and so would have held the appropriate knowledge and experience to oversee this training.

39. I delegated responsibility for this training as follows:

- SOM Lindsay Turner was responsible from 2009 until 2012;
- SOM Vic Bagnelle was responsible from 2012 until 2015; and
- SOM Joanne Smith was responsible from 2015 until 2019.

v. Please explain whether, between 2013 and 2017, you informed anyone that the FSG refresher training was not being delivered consistently.

40. I do not recall informing my line management that FSG refresher training was not being delivered consistently. However, I did raise concerns about the increased workload OST were taking on over this period and asked whether we should consider outsourcing training in order to bring Control into line with the operational training being delivered by Babcock.

41. From 2012 to 2014 there were a number of key organisational developments affecting Control. These are outlined at paragraph 11 of my First Witness Statement, but the most relevant changes at that time which impacted on the delivery of this training were:

- The planned outsourcing of the Control function to Capita (which was subsequently overturned);
- The introduction of a new mobilising system ("**Vision 4DS**") which staff were required to train on; and
- Assumption of the Fire and Rescue Service National Co-ordination Centre and Resource Management Centre functions.

42. It now appears with hindsight, that as a consequence of these developments, staff time and resources were stretched to their maximum, and the FSG refresher training was not delivered consistently in 2013. In addition, in the years following these changes, the focus of staff training shifted to the use of Vision 4DS. There was also a major focus on the recruitment of new staff once the outsourcing of the Control function to Capita was overturned, with three new entrants courses being carried out during 2014. These new staff would have received FSG training as part of their new entrant course program.

1f. As to action 13, please explain to whom you sent the draft letter and any other actions you took after you produced the first draft of the letter. If known, please provide reasons as to why the letter was not sent.

43. From my recollection, the draft letter was sent to DAC Cutbill to be considered by the LFB legal team, and other officers from the investigation before it was sent to the Deputy Commissioner (“DC”) Rita Dexter or Commissioner Ron Dobson for signature. I believe the letter was ready to send, but I was informed by DAC Cutbill that DC Dexter preferred to wait until the Control report had been published before it was sent.

44. I had no further involvement in the letter and I was later told by AC Brown that it was not subsequently sent. I do not know why the letter was not sent.

1g. As to action 16, please explain whether you took any role in reviewing and/or auditing the work of SM Kelly when the review of Control training was completed in 2010.

45. I took no role in reviewing or auditing the work of Station Manager (“SM”) Kelly. SM Kelly was undertaking an independent review of the FSG training and I wanted to ensure that this review remained independent.

1h. As to action 17 and the corresponding action in the Report:

i. Please explain when the training package for Control supervisors was intended to be given as training to Control Supervisors and, if training was given, please set out the dates and to whom. Please provide records of the same.

46. I do not recall when the training package for Control supervisors was intended to be given. However, to the best of my knowledge, this training was given to Control supervisors.

47. I have made enquiries of the LFB in relation to this training and details of it. In response, I have received an OST training PowerPoint presentation titled “Supervisor Fire Survival Guidance” which is exhibited to this statement (SH2/5). As above, I have received training records from the LFB (ITRs and OST training records) which are exhibited to this statement (SH2/1 - SH2/4).

ii. Please set out how familiarisation with the Reference Information File ‘Fire survival guidance for Control Supervisors’ was provided to Control Supervisors, the dates of when it was provided and to whom. Please provide records of the same.

48. I am confident that the training provided to Control Supervisors involved familiarisation with this RIF. The training PowerPoint is exhibited above (SH2/5). Records of Control training are exhibited at SH2/1 - SH2/4.

iii. If the training in either respect was not so provided, please explain why.

49. I understand that all existing Supervisors received the Supervisor training on FSG and familiarisation on the RIF, either on Watch training or as part of the Supervisor training delivered by the training team.

2. Please confirm which report you presented to the Board on 22 February 2010.

50. I did not present a specific report to the Board on 22 February 2010.

51. At the 22 February 2010 Board meeting, I provided an update on the gap analysis with some proposals for enhancements to the LFB policies and training packages. This is evidenced in the Board Minutes exhibited to my First Witness Statement at SH/16. I have no further documents or notes in respect of my update.

FSG Refresher Training

3a. Please explain the detail of the "enhanced FSG refresher training" and please exhibit documents evidencing the same.

Detail of the "enhanced FSG refresher training"

52. The PowerPoint presentation for FSG training delivered in 2011/2012 is SH/33 of my First Witness statement. The phrase "enhanced FSG training" relates to changes made to that presentation following the gap analysis.

53. The changes made included the following:

- Amendment to the principle of "Assess" - where the Control officer continues to re-assess the situation throughout the course of a call;
- More detail in the questioning stages - for example, asking a caller what is preventing them from leaving and asking whether they have an alternative escape route;
- Asking callers whether they are affected by heat or smoke ; and

- Changes in the way communications were handled between the Control room and fire ground – for example the introduction of operational policy 790.

3b. Please explain to whom this was delivered and by whom.

54. Please refer to exhibits SH2/1 - SH2/4.

3c. Please explain whether and when staff did receive the one-day refresher training between June 2010 and June 2017 and please explain the name of the person/s who delivered the training. Please exhibit copies of any computer-based training package/s that was/were created.

55. Staff received the one day refresher training in 2010 and 2012 which was led by a Control trainer and carried out in person. In 2011, refresher training was delivered by way of self-study, where staff were able to review the training presentation at exhibit SH/33 to my First Witness Statement.

56. CBT packages were eventually created and LFB Control was able to use and view these materials. Once Babcock took over the training contract, Control was unable to update the training materials.

57. In order to assist the GTI, I requested copies of the CBT packages (provided by Babcock), which are exhibited to this statement at SH2/6, SH2/7, SH2/8 SH2/9, SH2/10 and SH2/11.

58. Any records of Control room personnel using, accessing or delivering the Babcock CBT packages should be available either locally at OST or on the ITRs (SH2/1 - SH2/4).

4. Please exhibit the draft report and gap analysis which you presented to the Board on 15 September 2010 as set out in paragraph 21.5.

59. The gap analysis presented to the Board on 15 September 2010 can be found at Annex B of SH/3 to my First Witness Statement.

60. The Board minutes at exhibit SH/21 to my First Witness Statement describe my presentation to the Board on 15 September 2010. At this meeting, the draft report was provided to the Board. The draft report was subsequently redrafted and went through

a number of iterations by David Wyatt, as directed by DC Rita Dexter, prior to finalisation. I do not have access to the draft report presented in September 2010.

5. Please set out who was responsible for formulating the CBT package, whether such a package was created and, if so, please exhibit a copy of the training. If it was not created, please explain why.

61. I understand that AOM Christine Sharp developed and created a CBT package with Control in 2011, which was sent to LFB training. In 2012, training was outsourced to Babcock, who acquired the rights to the package. After outsourcing, Control personnel could only access the CBT packages in a "read only" format, meaning that we were unable to update the materials. Please refer to the CBT packages at SH2/6 - SH2/11 obtained from the LFB.

62. Details of individuals who undertook training are detailed in the ITRs and OST records exhibited at SH2/1 - SH2/4.

6a. Please set out which PowerPoint presentations staff accessed in 2011 and please exhibit copies of the same.

63. Staff accessed the FSG PowerPoint presentation exhibited at SH/33 to my First Witness Statement.

6b. Please explain how it was ensured that staff accessed the PowerPoint presentations during 2011, whether staff were audited and by whom, whether any training records were created and please exhibit copies of the same.

64. It is my understanding that OST notified staff of where they could access the PowerPoint training presentation and that supervisors who were on watch were responsible for ensuring that the training was completed.

65. I was not actively involved in the detail of the training. I believe that completion of the training should have been recorded by OST once watch-based supervisors notified them that the training had been completed. Training records that I have been able to obtain from the LFB are exhibited at SH2/1 - SH2/4.

6c. Please set out whether you provided any further developments to the Lakanal House Board regarding the development of the CBT training package and if so, when. If you did not provide any further updates, please explain.

66. Any updates to the Board would have been provided on an ongoing basis. Due to the passage of time I cannot recall whether I provided any further updates on the CBT packages.

7. Please exhibit copies of the minutes of the meetings of the Lakanal House Board which you attended in September and October 2012 as referred to in paragraph 22.

67. I have obtained copies of the minutes of the 7 September and 17 October 2012 meetings of the Lakanal House Board from the LFB. I exhibit these minutes to this statement (SH2/12).

Training Generally

8. Please provide details (including their name, rank and role) of the staff members who were part of the OST team between 2009 and June 2017.

68. To the best of my knowledge, the following officers had responsibility for training between 2009 and June 2017:

- SOM Lindsay Turner
- SOM Vic Bagnelle
- SOM Joanne Smith

69. During this period, the OST team consisted (at different times) of:

- OMs Alan Scofield and Christine Sharp.
- AOMs (formerly Senior Control Officers) Amelia Reynolds, Nikki O'Shea, Robin Hannan, Natalie Bagnelle and Dave McGarry, Joanne Reene, Shiralee Hull, Sheila Lewis, Kate Ransom, Tom Stibbards, Amy Doubleday, Lynne Juby and Tracey Lane, Paul Pope, Graham Bonnet and Krystina Smith.

70. The OMs were in charge of the training team until the shift change in 2011 where the line management went to the SOM as the OM post was removed from OST. The AOMs, at various times between 2009 and 2017, would have either assisted or delivered training, or provided Operations Support (such as providing evidence packs to the Police).

Fire Survival Guidance Training

9. Please provide a final version of SM Kelly's report which you have exhibited as SH/29.

71. The report I previously exhibited at SH/29 was the version that I worked from and was the only version to which I had access.

10. In respect of bullet point (5) of paragraph 67, please explain the assessment process that was intended to be implemented, whether it was implemented and, if not, why not.

72. It was intended that, as part of the assessment process, staff would be required to role-play an FSG call. This assessment process was carried out in 2010 as intended.

73. From 2012, the training team changed the role play element of the assessment process to a more passive exercise, requiring staff to listen to FSG calls and discuss the positive and negative aspects of each call. SOM Turner approved the change to the assessment process.

74. I understand that the change was made following feedback from staff indicating that they felt very uncomfortable with the role play element of the assessment.

11a. Please exhibit a copy of the role play exercise used in 2010 and please provide further details regarding the format, the duration and who would deliver it.

75. In order to assist the GTI, I requested a copy of the role play exercise used in 2010 from the LFB. However, I have not been able to obtain any document from the LFB. It is not clear that anything would have been written down in relation to this role play in 2010. In terms of the format and duration of the training, I have identified above the persons who were members of the OST team and the periods in which they were involved with FSG training.

11b. Please set out your understanding of when the role play exercise was stopped and the reasons why.

76. I understand that the active role play exercise was only used in 2010. After this, as previously mentioned, a more passive role play exercise was implemented where FSG calls were played to the staff and the positives and negatives of operators' approaches were then discussed between the trainers and staff. I believe this change occurred as staff reported that they were uncomfortable with the active role play. Exhibits SH/34 - SH/37 of my First Witness Statement are examples of these exercises.

11c. Please set out what further actions you took, if any, to ensure that the role play exercise was re-introduced in exercises from 2013 onwards.

77. On 7 February 2013, I emailed SOM Bagnelle and directed that role play was reintroduced to training from 2013. This email can be found at Exhibit SH/30 of my First Witness Statement.
78. As set out in my First Witness Statement at paragraphs 78 to 80, refresher FSG training was not carried out from 2013 onwards, and so I do not believe any further active role play exercises were carried out after 2012.

12. In respect of paragraph 70, please set out how you came to understand that the full day training had been reduced to four hours. Please exhibit all documents evidencing the same.

79. In February 2013, Tom Davis asked me questions on the position regarding FSG training in preparation for a meeting with the LFB legal team. I asked SOM Bagnelle, as the training lead at that time, for an update.
80. As described in paragraphs 70 and 71 of my First Witness Statement, I exchanged emails on 6 and 7 February 2013 with AOM Sharp, SOM Bagnelle and AOM O'Shea as exhibited at SH/31. In these emails, it is explained to me that a management decision was made to reduce the duration of the training to a period of four hours, from 14:00 to 18:00, to prevent staff from being detached from duty on watch. This management decision would have been taken by AOM Sharp and SOM Bagnelle as the lead trainers. A detailed description is included in the last paragraph of the e-mail in SH/31 of my First Witness Statement, dated 6 February 2013 at 14:56. It appears that the content of the training presentation had not changed, but the training was condensed to allow it to take place in the time that was available.

13. In respect of paragraph 78.2.2, please replace the marker "(SHX)" with the document that should have been exhibited.

81. The correct document is exhibit SH/43 to my First Witness Statement.

14. In respect of paragraph 92, please set out the names, ranks and roles of the trainers.

82. I am not clear about the reference to paragraph 92 in this query. However, I note that paragraph 82 gives details of trainers involved in the new entrants training course in Merton. For the names of these trainers, please refer to my answer to query 8 above.

15a. In an email you sent to Tom George on 4 May 2017 POM Scott Hayward [LFB00032834] you set out that: "Development of FSG/MTFA and Co-responding. Supervisor training is taking place for newly promoted staff." Please provide the details of those training courses and please detail if and when the "FSG/MTFA and Co-responding" training was implemented.

83. In order to assist the GTI, I requested records of when the "FSG/MTFA and Co-responding Supervisor training" training was implemented and the details of those training courses. I have not been able to obtain any documents detailing those training courses. Please refer to the ITRs and OST records exhibited to this statement 1 - SH2/4 for details of training undertaken.

15b. In an email you sent to Tom George on 4 May 2017 POM Scott Hayward [LFB00032834] you set out that: "Discussed with Babcock the concept of Control staff taking part in ICE training. Creating bespoke packages for Control. Re energising training outside of the Control room with training and development and awaiting a meeting with Louise Walker to move this forward." Please provide as much detail as you can regarding this update.

ICE training

84. SOM Smith led the initiative for Control staff to take part in Incident Command Exercise ("ICE") training. I recall a meeting with Group Manager Laurie Kenny (an operational member of the Training and Development team) regarding the possibility of requiring members of Control to undertake ICE training. Ultimately, it was decided that ICE training would not be of benefit to Control staff as it was thought that their role in the development of an incident would diminish after the initial development of the incident through the call handling. The initiative was not taken forward.

Bespoke training packages for Control

85. Towards the end of 2018, a number of bespoke packages were created by OST to be delivered to Control staff as part of an ongoing training plan. Any queries regarding these bespoke packages would be more appropriately directed to AC Smith.

86. Staff were able to access external courses not necessarily specific to Control (such as IT training and development courses) throughout the period of 2009 – 2017. Any training undertaken should be recorded on the ITRs and the OST records at exhibits SH2/1 - SH2/4.

Development book for Control staff

87. Work has been ongoing regarding the creation of an Electronic Personal Development Record (“e-PDR”) for Control staff at all levels in order to create a structured development programme. An Operations Manager (“OM”) in Training and Development supported Control with the creation of these e-PDR - OM Natalie Bagnelle. This was ongoing when I left the LFB in July 2019 and so I am unable to provide any further detail as to the progress of this. Please direct any further queries to AC Smith.

Review of Control, February 2017

16a. You refer to recommendations listed in Appendix 1. Please provide Appendix 1 and/or the list of recommendations

88. The recommendations are listed at Appendix 2 to the report exhibited at SH/51 to my First Witness Statement.

16b. Please explain recommendation 12 and please exhibit the new procedures that were introduced and the training that was delivered in October 2018:

89. Recommendation 12 relates to the introduction of new procedures to Control, giving Control additional responsibility.
90. Only one new procedure was introduced. The new procedure was to allow Control staff to make an incident “Persons Reported”. Previously, only Operational Staff could make a “Persons Reported” call. Following recommendation 12, if a Control officer believed that someone was in the building during a call, or that the caller stated that someone was in the building, the Control officer could amend the incident to a “Persons Reported” call and relay it to attending crews. This would alter the priorities of firefighters who would rig for rescue.
91. The training delivered in October 2018 consisted of the following documents, exhibited to this statement:
- a. A memorandum explaining the new Persons Reported feature introduced to Control and effective from 17 October 2018 (SH2/13);
 - b. A training presentation “Persons Reported x Control” to explain the new procedure (dated September 2018) (SH2/14); and

- c. A lesson plan for the Persons Reported function in Control (dated September 2018)(SH2/15).

16c. Please explain which actions are no longer within the remit of Control.

92. To the best of my recollection:

- a. Control is no longer involved with the re-branding of the change in team names. Ultimately, it was decided not to re-brand the team names within Control;
- b. Human Resources ("HR") assumed responsibility of the Control Overtime Policy and this Policy was subsequently put under review by HR and legal; and
- c. Changes required on the Staff Attendance Recording System were also deemed to fall within the remit of Information Management and ICT as opposed to Control.

17a. Please confirm if Babcock have enabled access for OST to update the FSG and Call Handling Techniques CBT packages and, if access has been granted please provide an update and please exhibit documents of the same;

93. Whilst I am aware that Babcock sent the CBT packages to OST for use, I understand that the materials can only be updated by Babcock. Control can only access these materials in a read-only format. Please direct any further questions to AC Smith.

17b. Please explain the annual training programme that is in place for all Control staff and please exhibit documents evidencing the same;

94. This was being developed at the time I left the LFB in July 2019. The GTI should contact AC Smith regarding the annual training programme.

17c. Please provide a copy of the supervisors' course that was in place at the time of the report;

95. I believe that there was a two week supervisors' course, a week of which was a leadership course. There were additional Control modules that could be undertaken. I am aware that such a course was trialled however I have no further details of the course. Please contact AC Smith with any further queries regarding the supervisors' course.

17d. Please explain why no further development has taken place yet in respect of the action point to "provide appropriate training courses to staff, particularly when changing roles";

96. At the time of writing my First Witness Statement, Control had created an AOM supervisors' course which included an offsite leadership course. Learning and Development were looking at creating Personal Development Records for all roles beyond AOM, which was in the very early planning stages.

97. Whilst this work was underway, staff were able to access Babcock courses, including leadership courses and IT courses.

17e. In respect of e-PDR, please confirm which OM has been seconded to the Learning and Development department to assist with this project;

98. This was OM Natalie Bagnelle, who I believe is currently still in this post.

17f. Please provide an update on the introduction of e-PDRs;

99. I am no longer an LFB employee and so cannot provide this information. An update can be provided by the LFB, and particularly AC Smith.

17g. In regards to station based staff attending Brigade Control so that they may learn how Control operates, please confirm when visits and/or training re-commenced after Vision went live and please confirm if they are continuing, and if so, please provide details;

100. I cannot recall the exact timeframe, however I believe that visits and training were stopped for a period of around 12 months after Vision went live in November 2015. As far as I am aware, training and visits are still continuing. However, this would need to be checked with LFB and AC Smith.

17h. In respect of specific action point 12, please exhibit a copy of the training plan and all new procedures introduced.

101. In order to assist the GTI, I requested the training plan and procedures from the LFB. I have not obtained a copy of the training plan and all new procedures introduced. Please direct any further queries to the LFB and AC Smith.

Key developments since the Grenfell Tower fire

18. In respect of all items listed under paragraph 99, please provide an update on any action points that have been completed, the detail of the outcome and please exhibit all documents evidencing the same.

102. This update will need to be provided by LFB, as the implementation of these action points had only just commenced when I left the LFB at the end of July 2019.

19a. Please exhibit a copy of the one-page sheet containing a summary of the contents of the RIF:

103. A copy of a one-page sheet summarising FSG survival guidance and a one-page sheet summarising MTFA & Chemical advice is exhibited to this statement (SH2/16).

19b. Please confirm whether any of the suggestions have been, or are due to be, implemented and the dates for implementation.

104. I arranged for a wallboard to be put up in the Control Room in Merton, providing various inputs that can be displayed to Control staff in the room. These inputs include Sky news, police Heli tele, system input and the dynamic cover tool. I also arranged for 70 inch screens to be placed in the Stratford Control Room which can be viewed by most staff in the room.

105. Any further updates will need to be provided by LFB.

20. Please provide a copy of the refresher FSG training that has been delivered.

106. The FSG training presentation is SH/33 to my First Witness Statement. The LFB will be able to confirm whether there were any additional or different FSG training materials delivered between October 2017 and June 2018.

Exhibits Generally

21. In respect of the training presentations you have exhibited to your witness statement, please provide the material in its native format and the speakers' notes for each training presentation and/or course.

107. I exhibit the following training presentation in native format:

- a. Refresher training presentation on building types and concepts (2011) (SH2/17);
 - b. Supervisor FSG training presentation (June 2011) (SH2/18);
 - c. FSG refresher training presentation (2011) (SH2/19);
 - d. FSG updated Q&A validation checklist (December 2011) (SH2/20);
 - e. Call handling techniques refresher presentation (2011) (SH2/21);
 - f. Updates to FSG policy presentation (December 2011) (SH2/22);
 - g. FSG brigade control training presentation (2011) (SH2/23); and
 - h. FSG brigade control training presentation (2012) (SH2/24).
108. Please note, I understand that SH2/23 is the native version of SH/41 and is dated 2011. For completeness, I also exhibit the updated native version of SH/41, dated 2012, at SH2/24.
109. In order to assist the GTI, I requested the native version of "Fire safety office element of post Grenfell FSG training" (SH/50 of my First Witness Statement) from the LFB. However, I have been unable to obtain a copy of the native version. Please request any further material from AC Smith.

22. SH/12 and SH/29 have been provided with a "draft" watermark. Please provide the final version if one exists or please explain if one does not exist.

110. To the best of my knowledge, the versions provided to the GTI at SH/12 and SH/29 of my First Witness Statement are the only versions I had.

23. In respect of the following documents, please provide the version that was in force as of 14 June 2017: a. SH/5; b. SH/18; c. SH/44:

111. I note that exhibits SH/5 and SH/18 to my First Witness Statement exhibit Policy Note 539, and SH/44 exhibits Policy Note 790. I have obtained from the LFB versions of Policy Note 539 and Policy Note 790 in force as of 14 June 2017 and exhibit copies to this statement (SH2/25 and SH2/26).

24. Please provide SH/31 in native format.

112. I am unable to provide this document. This should be available from the LFB.

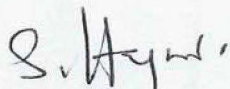
Use in evidence

113. As with my previous Police Statement and the First Witness Statement, I am content for this statement to be disclosed to the GTI for use in evidence.

Statement of truth

114. I believe that the facts stated in this witness statement are true. I confirm that I am willing for the statement to form part of the evidence before the GTI and to be published on the GTI's website, save for any redactions applied by the GTI.

SIGNED by SCOTT HAYWARD



Date: 09/01/2020