

0	Recommendation/Issue/Action	What has ESFRS already delivered against this action? (reference NOG Strategic gap analysis where possible)	What actions still need to be delivered?	Progress	Action Grouping	Responsible person/department	Priority (RAG)	Date for completion
2	ICs should understand, for any given high-rise building in their area, when a partial or full evacuation might become necessary and receive appropriate training for it.	Input provided a few years ago to commanders around evacuation strategies.	Evacuation Policy needs to be produced. This policy needs to contain types of evac, when and how we would change evac. Ensure we mention FSG roles and IC structure. Then training for all Commanders on how to change evacuation strategy during an incident. Residential MOK SBTAP to be reviewed to include the skills required to recognise and change evac strategies.	FSG produced. Evacuation policy being drafted. Training planned for Seminar in July.	Policy and Training on evac	Ops P&P to amend policy / L&D to deliver training	A	Mar-21
4	ICs had no training in how to recognise the need for an evacuation or how to organise one.	Crews and commanders develop an understanding on how to evacuate buildings from experience and practical exercises, especially at Care homes or hospitals. Previous input given to commanders on evacuation strategies by way of a clear presentation. Attendees can not be evidenced, and we have new commanders, therefore it needs to be included within base courses.	Further training required for all commanders on how to practically evacuate a residential high rise building utilising the IC structure and any fixed installations and the FSG coordinator (July Seminar). Review need of our current evacuation policy and training to support this policy (what policies and training courses cover this input?). Can the evacuation guidance be placed as an OIN at the end of the 'fires in buildings NOG'?. The SSRI information gathering form will contain relevant questions to allow the development of an appropriate evacuation procedure.		Policy and Training on evac	Ops P&P and BS to produce OIN and add to appropriate NOG/TOG. L&D to then develop future training solutions.	R	Sep-20
7	No-one considered possibility of a general failure of compartmentation or need for mass evacuation	Crews reminded via a 'core brief' that high rise fires are managed on the proviso that the fire stays in the flat of origin. If the fire has spread beyond this flat, evacuation of other floors should take place.	Commanders need training on how to recognise compartment failure and when and how to mass evacuate.	As above through input on Building Construction and compartmentation and Operational tactics.	Training on high rise risk	As above	R	Sep-20
5	There was no contingency plan for the evacuation and no operational contingency plan in the tactical plan records.	The SSRI ALS is ensuring that this need for an evacuation plan A & B is considered by crews during risk visits. It will be a part of the future electronic solution displayed on the VMDTs. Crews are also encouraged to consider it on current plans, with SMs and Ops P&P taking on the role of L2 considerations and QA respectively.	SSRI ALS has determined new questions for crews to answer. These have been added to a new amended SSRI form. Crews need to be trained on how to record this information and what needs to be considered and why.	SSRI policy and forms updated, training being delivered in July.	Training	Ops P&P / SC	A	Mar-21
6	The risk info for Grenfell was of no use for the IC - basic info held was wrong or missing (No plans, no of floors wrong, no useful photos) (Phase 2 will look at more)	As above	As above		As above	Ops P&P / SC	A	Mar-21

8	Delays in revoking the 'stay put' advice	Commanders have been reminded of the need to move to an evacuation tactic if the compartmentation fails.	High rise policy to be amended to reference the newly proposed evacuation policy (see actions above), which will detail how and when to move from a stay put to evacuation strategy in all building types. Ensure this is covered in the relevant high rise policy. Change wording to 'delayed evac'.		Policy	Ops P&P	R	Sep-20
9	No systematic arrangements for number and source of FSG calls	FSG policy developed	Commanders to be trained on how to implement and make use of the FSG policy.	We have produced and signed off a new FSG policy. Training needed for commanders, this will start at the seminar in July and be embedded into courses and SBTAPS.	Training	Ops P&P & L&D	A	Mar-21
11	Electronic comms and command support system on the command units did not work properly	Our CSUs set up to operate with white boards in case of electrical failure	ICU replacement program. This will be multi agency and will link to control rooms and NPAS video links.	Digital hand held radios and repeaters have been purchased and are being rolled out. SSRI process updated to include comms considerations at risk sites.		Ops P&P	G	Sep-21
13	Application of 'Stay put' nor requirements if a FSG caller is to escape from a building are properly set out in policy	FSG policy produced.	Policy needs to give clear examples how the decision to move from 'stay put' to 'evac' is communicated to both the fire ground and the FSG caller.	FSG policy in place which details this procedure.	Policy	Ops P&P to amend policy	G	Complete
17	Channels of communication between Control room and fire ground uncertain. Valuable information not passed to incident ground and vice-versa	Channels of communication clear within ESFRS radio policy. We can use Ops1/2/3, etc. A new FSG policy has been produced that provides guidance on what comms links need to be set up for a FSG incident.	Commanders and Control room staff need FSG training	N/A	Policy/Training	Ops P&P / SC / Control	G	Complete
22	A SPoC in each control room and direct communications between control room supervisors should have been established.	FSG policy produced	This needs to be added to FSG policy (if not present), training needed for control room staff and liaison officer role.	FSG policy produced (check detail is within).	Policy & Training	Ops P&P / Control	R	Dec-20
23	Communication link with Police helicopter and command unit did not function		This will be tabled at the SRF Response Group for clarification on channels. This needs to be tested regularly as part of the weekly airwave tests. ICU project to allow NPAS uplink and link to control of video footage.		Equipment consideration	Ops P&P	A	Mar-21
27	High Rise Policy formulation in the light of experience and training of firefighters and control staff		High Rise Policy to be reviewed via OGIG. NOG to be amended nationally.	NOG about to be released in July.	Policy	Ops P&P/ NOG	A	Sep-20

28	Control room has 2 x 70 inch TV screens, one showing 24hr news channel, the other can show NPAS downlink - providing physical picture of the actual incident.		Confirm if and how we can get NPAS downlink to control rooms and Command centres. ICU project to allow NPAS uplink and link to control of video footage.	Police have advised that we can get direct footage to our phones. This needs to be explored directly with NPAS.	Equipment consideration	Ops P&P/IT	A	Sep-21
32	No arrangements had been made to count the number of residents who had left the tower and which floors / flats (First attendance)	Covered in current IC training (Info Gathering).	Need to include role call/info gathering from initial evac by initial crews. This needs to be written into policy and FSG function. If the incident is escalating, IC should consider the need to allocate a task to confirm who has already left the building and what flat they are from.		Policy for high rise	Ops P&P	A	Sep-20
35	Level 1 IC had no clear plan of how to deploy the MP20 when resources arrived	Covered within existing IC training and assessment criteria.	SSRI training and improvements needed to be clearer on tactical plans and options		SSRI input and improvement plan	Ops P&P / L&D	A	Sep-20
38	Level 1 IC did not declare a major incident due to spans of control / being overwhelmed	Covered within existing IC training and assessment criteria.	Messages being changed to METHANE for all informative messages. DS to progress with IT around MDT messaging.		Policy and Training	Ops P&P / L&D	A	Apr-21
44	After MP 6 message, no further informative messages were received by Control for another 1 hr 25 mins	Control staff have procedures to request further informatives every 30 minutes.	Remind ESFC		Training	Ops P&P / Control	G	Complete
46	FSG calls and information not being added to the VISION system by control operators (overwhelmed by calls)		New FSG policy	Complete with new FSG Manual	Training on FSG for control	Control / Ops P&P	A	Sep-20
47	Level 1 IC only aware that FSG calls were in progress after the arrival of the first command unit		New FSG policy	Policy in place, training is now needed for all staff.	Training of FSG	Ops P&P / Control / L&D	A	Sep-20
48	First Level 2 (SM) did not take command - took FSG calls instead - did not discuss tactics with Level 1 IC or contact control. Kept Level 1 IC as commander	IC training is clear on when to take over.			Compliant	Policy and training	G	Complete
50	Resident live streams 8 min video on Facebook from the 23rd floor	Comms team are available to monitor social media and main stream media and can communicate to the fire ground via phone.	Further work is needed on how we communicate back to the social media caller. JESIP REFRESHERS needed as they focus on use of MEDIA for two way comms and situational awareness. Policy on Media and IC needs amending to ensure this is covered.			Ops P&P, IT / Communications	A	Sep-20
52	Control unable to summon pumps (prior to Command Unit IA)to inform them of FSG calls.	Crews aware to maintain radio watch if on route and until they hand over to the ICP or Unit.	FSG Policy will confirm how FSG calls will be communicated to the fire ground.	FSG policy in place which details this procedure.	Policy on FSG	Ops P&P / Control / Training	G	Complete

53	White boards in the command units not used to record FSG calls - paper or laminated sheets. No systematic approach to identifying where people were trapped.	No current clear procedure on how to collate and prioritise and record FSG actions.	FSG Policy will address this	FSG policy in place which details this procedure.	Policy on FSG	Ops P&P / Training	G	Complete
54	No prioritisation of the FSG calls	As above	FSG Policy will address this	FSG policy in place which details this procedure.	Policy on FSG	Ops P&P / Training	G	Complete
55	Arriving appliance commanders not receiving a brief from the Level 1 IC (at MP25) - self deploying	Clear IC training provided. This includes the need to brief crews on arrival. There is also a clear policy on levels of command.	Covered within existing IC training and assessment criteria.		Training	Ops P&P / L&D	G	Complete
58	BA communications did not work / too much radio traffic for messages to be passed to and from bridgehead	Current BA and IC training covers when radios need to be used and the need to consider a communication strategy to improve communication effectiveness.	Comms strategy covered within Command training. New digital radios will provide additional radio channels	Digital radios being roled out now, with training being provided over the next 4 weeks	New radios	Ops P&P / Training	A	Aug-20
60	No method of recording FSG details at the bridgehead (used walls)	No current system.	FSG policy provide paper solution	Forms ordered from supplier and training being delivered in July	Policy on FSG	Ops P&P	A	Aug-20
62	Level 2 IC to Level 4 IC handover very brief and did not cover all areas. Poor handovers of command lack of situational awareness	Existing IC training provides a clear handover protocol.	None	Complete	N/A	Ops P&P / L&D	G	Complete
64	Radio messages sent from different command units	Only send one Command unit to an incident so this should not occur	New FSG Policy will result in a second ICU being sent. However policy is clear on what it is used for. IC training makes it clear on who should send messages.	FSG Policy in place , training to be delivered in July.	Training	Ops P&P	A	Sep-20
65	No METHANE message sent at any point in the incident	IC training is clear on when to send a METHANE message. This is prompted by Control	METHANE to be used for all informative messages going forward. JESIP training required for all officers.		Policy and training	Ops P&P / Control	A	Mar-21
68	BA Crews not debriefed after deployments.	BA Briefing logs in use	Covered within existing BA training		Compliant	Ops P&P / L&D	G	Complete
69	BA Crews providing casualties with their own face masks to breathe	No procedure for this .. Ops Discretion / Heroic Act?	Firehoods are being considered by ESFRS	This is being considered within the Future FF project.	Equipment consideration	Ops P&P	R	Sep-20
71	FSG details and progress written on walls at the bridgehead - lack of understanding of the success of BA deployments	BA deployments debriefed at bridgehead by BAECO or Supervisor.	FSG details are covered within the new FSG policy	FSG Policy in place, however solution needed on recording updated information at the bridgehead and relaying that to the FSGC.	Policy on FSG	Ops P&P / L&D	R	Sep-20
72	Command Unit not receiving feedback from bridgehead on progress of FSG call rescues - unable to update Control	NO FSG policy, however current practice is for regular updates from the BA areas of activity to the SC and then the OC/IC.	Covered within the new FSG policy	FSG Policy in place, training being provided in July	Policy on FSG	Ops P&P / L&D	G	Complete
74	Confusion on revoking 'stay put' advice - control unaware that they had to tell public that they needed to get out at all costs - Level 4 IC did not talk to Control when he revoked the advice to give them a sit-rep	No clear current policy on FSG and changing evacuation tactics.	FSG policy covers this.	FSG Policy in place, training needed and being delivered in July.	Policy on FSG	Ops P&P	A	Sep-20
84	Channel 1 continued to be used for most operations on fireground radios	Current radio comms policy in place.	New fireground radios will provide additional channels. Radio comms policy will provide detailed options that will be covered within IC training.	Radio policy in place	Policy	Ops P&P	G	complete
85	Control did not / unable to re-contact FSG callers to inform them that the Stay Put policy was no longer valid	No current FSG policy	FSG Policy will address this	FSG Policy in place, training being provided in July	Policy on FSG	Ops P&P / Training / Control	A	Sep-20

86	Provision of Extended Duration BA - the use and missue of EDDBA deployments - no system for keeping EDDBA use to the upper floors	We do not have EDDBA - should we now?	To be considered within the FF future project being led by Tom Walby,		Equipment consideration	Ops P&P	R	Mar-21
87	Crews working above fire floor without water and to the point of their BA whistle	Ops Discretion?	Training should be given on what equipment and procedures are required in the search sector. If evacuation is required of large numbers then I think crews will need to door-knock above the fire floor and their ability to carry firefighting media will be limited - MW Need a clear policy on this, within the High rise NOG/TOG	New High Rise NOG being released in July. Ops to carry out gap analysis and determine if a solution is contained within the national guidance, if not we will need to create our own solution.	Training and Policy	Ops P&P / L&D	R	Sep-20
88	SM deployed as part of BA team to 16th and 18th floor - because 'an experienced officer should be sent to investigate reports of people trapped'	SM do not undertake BA refreshers at present	Not required.	N/A	N/A	Ops P&P / L&D	G	Complete
91	Fire crews setting into risers on the floor below makes fire doors stay open due to hoselines, also forcing entry into flats leaves them without a functioning fire door - contributed to fire spread	Crews told to close doors whenever possible.	Consider use of fire curtains to hold smoke back from MoE. Highlights the importance of the riser outlet being in the lobby on the fire floor to maintain protection of the staircase.	Curtains are being considered as part of the future FF project	Equipment consideration	Ops P&P	R	Mar-21
92	Lack of knowledge and training for cladding fires, despite history of incidents etc. (See also item 6)	Previous powerpoint input on cladding provided to crews.	Further training required on Cladding risk. This needs to be embedded within SBTAP material and base courses by L&D	Training is being provided by BS at the seminar in July. Knowledge needs to be embedded within appropriate SBTAP Elearn packages and base courses.	Training on cladding risk	L&D / BS	R	Dec-20
93	Risk of external cladding not covered during 72(d) inspections	SSRI forms include a question asking if panels are present.	Training required on recording cladding risk on SSRI documentation and what tactical options are needed to deal with it.	SSRI training package include this input and is being delivered to crews in July. Also available on the intranet.	SSRI input and improvement plan	Ops P&P	R	Dec-20
94	Lack of training on how to undertake a 72(d) inspection visit	Face to Face Training provided when the current SSRI process was rolled out. Since then further input has been given on the process but not on the knwoedge required to answer some of the information gathering questions. In addition there are some powerpoint presentations provided and available on the Ops Info Intranet page that do provide technical guidance on how to carry out an SSRI visit and what should be considered.	Futher face to face training required on SSRI completion for all crews. This will include the areas mentioned in this report and those indentified within the SSRI ALS.	Policy, RA, informatino gathering form and training package ready. Input being given in July at the seminar.	SSRI input and improvement plan	Ops P&P / L&D	A	Sep-20
95	Command failure - to create a plan to save life, deploy EDDBA or get up to date information	Covered within existing IC training and assessment criteria.	None		Compliant	Ops P&P / L&D	G	Complete
96	Inability to bring lifts under FRS control	No specific training provided although face to face input and practical use may be carried out by crews when at SSRI visits.	Training needed for crews on how to gain control of fire lifts. This infomration needs to be embedded within courses or SBTAP Elearn packages.	Input will be given by BS at July seminar	Training for ops crews on how to gain control of FF lifts	Business Safety for lift input and L&D for embeddign in training	A	Sep-20

97	How to communicate to all residents that the stay put policy is no longer valid? - Loud Hailer, NPAS 'skyshout' system/ control calling callers back to inform	No clear guidance provided to crews.	Being considered at NFCC level. Interrim solution will be included within High rise policy/FSG policy/SSRI policy	FSG Policy provides a process to ensure everyone is working to the same strategy. SSRI forms prompt crews to consider how they would communicate at premises.	Policy	Ops P&P / BS / Control	A	Sep-21
98	Level 4 IC concentrated on setting up command structures and support systems rather than gaining accurate information on conditions inside the building and formulating a strategy based upon it.	Covered within existing command training, including quarterly officer training days and 2 yearly assessments.	None	N/A	Training	Ops P&P / L&D	G	Complete
99	No effort to contact the NPAS helicopter to get better situational awareness on fire spread	No ability to get feed direct, however it can be fed to Poice control and police officers on the ground. It has now been confirmed that we can access with the correct information.	Contact NPAS to determin how we can get feeds to our control room and ICUs	Rasied at Blue light collaboration meeting and SRF RG.	Equipment consideration	Ops P&P	A	Sep-20
100	No overall command structure from the outset - officers deciding for themselves what roles to undertake	This is covered within existing IC training.	None	N/A	Training	Ops P&P / L&D	G	Complete
101	LFB ALPs only reach 32 m (10th floor) - made use of Surrey ALP with reached 42 m. LFB now procured 3 x ALPs with reach of 64 m. (Phase 2 follow up)	ESFRs have 3 x Aerials with a reach of 32m	High level rescues are not required. The ALPs may be used for FF only. Rescues are done internally via protected routes above 18M, therefore our existing ALPs are adequate.	N/A	Equipment	Ops P&P	G	Complete
107	Assurances to callers that firefighters would rescue them (Lesson not learnt from Lakanal House)		FSG policy will help with this control room challenge	FSG Policy in place that covers this.	Policy and Training	Ops P&P / Training / Control	G	Complete
112	No consideration to gas supply fuelling the fires until 6 hours after gas rep was in attendance - as soon as valves were turned off the fires died down	Crews regularly request attendance of utility companies to isolate services. This is included within IC training and is assessed to ensure the risk is removed or reduced in a timely manner.	None	N/A	Policy and training	Ops P&P	G	complete
115	that the LFB review, and revise as appropriate, Appendix 1 to PN633 to ensure that it fully reflects the principles in GRA 3.2	Our High Rise policy (TOG) fully complies with GRA 3.2.	The policy needs to be reviewed to take into account the leasons learned during this incident.	High Rise NOG being release in July. OGIG will ensure a gap analysis is carried out and changes implemented.	Policy	Ops P&P	A	Sep-20
116	b. that the LFB ensure that all officers of the rank of Crew Manager and above are trained in carrying out 7(2)d inspections of high rise buildings	Initial training has been provided to all officers on how to carry out an SSRI. Further information is available on the Ops Information page on the intranet.	Further training is required for all officers on the new improved SSRI process that includes the learning from Grenfell. This will include better information on what to consider when filling out this plans. This will require information on building construction, fire spread, fixed installations, etc.	Seminar organised for July. We will use the existing QA process to assess standards rather than an assessment process.	Policy and training	Ops P&P/ L&D	A	Sep-20

118	insofar as it is not already the case, that all fire and rescue services be equipped to receive and store electronic plans and to make them available to incident commanders and control room managers.	The service already can receive and make available electronic plans on the fire ground.	Ensure the control room can access SSRI information and response plans.		Equipment consideration	Ops P&P / Control	A	Sep-20
119	that the LFB review its policies on communications between the control room and the incident commander; b. that all officers who may be expected to act as incident commanders (i.e. all those above the rank of Crew Manager) receive training directed to the specific requirements of communication with the control room; c. that all CROs of Assistant Operations Manager rank and above receive training directed to the specific requirements of communication with the incident commander;	Current communication is done via the control room and the ICP or unit	The new FSG policy provides a clear structure on how to communicate between the control room and the incident ground. Training is needed for all crews and control room staff on this procedures	initial input given to L2+ commanders at officer training days. A further Seminar is organised for July for Sup Managers and SMs to enable further input on the new procedure.	Policy and training	L&D / Control / Ops P&P	A	Sep-20
120	that a dedicated communication link be provided between the senior officer in the control room and the incident commander.	We do not consider this be be practical or required. We have a tried and tested ICS that allows for the CSO to be the link between the IC and Control. This is to reduce spans of control.	The FSG policy will introduce another role at certain incidents that will be link between casualties, control, SC and the IC.	FSG Policy in place that covers this.	Policy	Ops P&P / L&D	G	complete
123	that all fire and rescue services develop policies for handling a large number of FSG calls simultaneously;	None at present	New FSG policy drafted	FSG Policy in place	Policy and training	Ops P&P / Control / L&D	G	Complete
124	that electronic systems be developed to record FSG information in the control room and display it simultaneously at the bridgehead and in any command units;	There is no current system to do this.	The proposed new appliance tablets, together with SC Response and Capture will be able to achieve this outcome.		Equipment consideration	Ops P&P / IT	A	Sep-21
125	that policies be developed for managing a transition from "stay put" to "get out";	There is no clear policy or procedure around how to practically do this. We provide training to IC on how to gather information and develop and implement a response plan. This may include a change in evacuation strategy. This is common at a hospital or care howm where phased horizontal evacuation in in place. We would expect commanders to develop a tactical plan based on the type, size , occupancy and risks in any building they go to.	Review our policies in advance of any NOG changes to ensure we are able to carry out this task now.	Introduce a new OIN or TOG on evacuation procedures and triggers	Policy	Ops P&P	A	Sep-20

129	that the LFB develop a communication system to enable direct communication between the control room and the incident commander and improve the means of communication between the incident commander and the bridgehead.	The only way we have to do this currently is via radio.	ESFRS are looking at new tablet solutions that will be detachble from the appliance and can be relocated to the Bridgehead or any other scene of operations. We are also looking at SC Response and SC Capture to enable risk information and tactical plans (both live and historic) to be avaialble on all tablets as it is changed on the ground or in control.	New FSG policy in place that confirms a link between FSGC and control.	Equipment consideration	Ops P&P / IT	A	Sep-21
130	that the LFB investigate the use of modern communication techniques to provide a direct line of communication between the control room and the bridgehead, allowing information to be transmitted directly between the control room and the bridgehead and providing an integrated system of recording FSG information and the results of deployments.	The only way we have to do this currently is via radio.	ESFRS are looking at new tablet solutions that will be detachble fro the appliance and can be relocated to the Bridgehead or any other scene of operations. We are also looking at SC Response and SC Capture to enable risk information and tactical plans (both live and historic) to be avaialble on all tablets as it is changed on the ground or in control. The new FSG policy shows how this link will be established.	FSG policy in place	Equipment consideration	Ops P&P / IT	A	Sep-21
132	that urgent steps be taken to ensure that the command support system is fully operative on all command units and that crews are trained in its use.	All ICUs are fully operative and crews are trained and competent to use them. ICs are also familiar with them and they are utilised as part of the IC training and assessments caried out at TC.	Maintain competency checks within the OAG and AC governance meetings inline with other specialist resources.	TIN complete for ICU and modules now on Firewatch to allow AC to monitor.	Training	Ops P&P/ L&D	G	Complete
134	that all fire and rescue services be equipped with smoke hoods to assist in the evacuation of occupants through smoke-filled exit routes.	Being considered within the future firefighting project	Produce paper for OC on this future FF project.		Equipment consideration	Ops P&P	R	Apr-21
138	that the LFB, the MPS, the LAS and the London local authorities all investigate ways of improving the collection of information about survivors and making it available more rapidly to those wishing to make contact with them.	The LRF has comprehensive plans to deal with a major incident. This includes plans on agency responsibilities (SERR), mass casualty and mass fatality plans. The SERR document covers who is responsible for survivors and how information is exchanegd with other agencies. This is also included within the JESIP training.	Test and confirm the SERR document during the next SRF exercise		SRF Plans	Ops P&P / L&D	A	Apr-21

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1	How the failure of a common domestic appliance (Hotpoint fridge) could have caused such a disaster	The answer to this is contained within all the various actions of this report and the future Phase 2 report. For now we can state the following: FI process within ESFRS is already linked into the White Goods directory	L1s to continue to provide information on the L1 report. Andy May to provide trends through the OA process.		FI process	BS / FI Team	G	Complete
24	Decisions relating to the design of the refurbishment and choice of materials (Phase 2)					BS	G	
25	Design , choice and regime for testing and certifying the materials to be used (Phase 2)					BS	G	
26	Performance of fire doors, compliance, maintenance (self closers) (Phase 2)	Manse doors checked in B&H. Resulted in B&H LA working towards changing doors.				BS	G	
39	7th floor resident was aware of 'stay put' policy but had training at work to leave at once if safe to do so - so left building (Human Behaviour - mixed CS messages)	incorporated within current procedures and advice provided by ESFC.	None		N/A	BS		
41	Residents used lift to evacuate from floor 11 - became stuck and smoke logged on floor 10 (Lifts not secured by FRS)	Currently BS to not have much dealings with RPs of High Rise.	Business Safety to remind RP to inform residents not to use lifts unless FF lifts. BS Letter to all RPs (Mail shot). Ops crews to check and secure lifts and familiarise themselves during SSRI visits. Write into policy. Ensure training is provided to crews on how to secure the lifts and other fixed installations.		Policy, SSRIs and Training	BS, Ops P&P & L&D		
63	Officers not confident or competent to operate the smoke control system to try and clear the stairwell. (Switching from auto to manual)	No practical training provided to operational crews on fixed installations.	Training needed for all operational staff on fixed installations. Training needed for Op staff to enable them to identify fixed installations during SSRI visits		Training on FS Solutions	BS / Ops P&P / L&D	R	
106	Inadequate assessment of escape routes		Esfrs will soon be auditing blocks higher than 30m (that have not already been audited) prior to handover to HSC for future regulation.			BS		

113	<p>that the owner and manager of every high-rise residential building be required by law to provide their local fire and rescue service with information about the design of its external walls together with details of the materials of which they are constructed and to inform the fire and rescue service of any material changes made to them;</p>	<p>ESFRS already audited Local authority blocks subsequent to Grenfell tragedy. RM</p>	<p>Remaining blocks to be audited in due course. RM Receiving this information will only be useful if we have the technical understanding to interpret it and translate it into useable operational information</p>		<p>Business Safety, SSRI</p>	<p>BS / Ops P&P</p>		
117	<p>owner and manager of every high-rise residential building be required by law:</p> <p>a. to provide their local fire and rescue services with up-to-date plans in both paper and electronic form of every floor of the building identifying the location of key fire safety systems;</p> <p>b. to ensure that the building contains a premises information box, the contents of which must include a copy of the up-to-date floor plans and information about the nature of any lift intended for use by the fire and rescue services.</p>	<p>SSRI form has been amended to include questions around floor plans, PIBs, fixed installations and lifts. This will require a legislation change to 'require' all high rise RPs to provide this information. They already have to provide us with information on risk and information on the build (newer builds).</p>	<p>A system needs to be put in place by BS to inform and enforce the provision of information that is already required by law (Building Act, Regs and FSO). This system also needs to ensure that any updates are communicated effectively to crews to enable SSRIs to be reviewed. For this to work we will need a link between BC/AIs to our BS departments (including the need for completion certificates) and then onto out operational crews in the Groups.</p>		<p>Policy</p>	<p>BS</p>	<p>R</p>	<p>Mar-21</p>

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3	ICs had received no training in the dangers associated with combustible cladding	Crews informed of cladding risk during command training and via 'core brief' reminders.	Any future input on Building Construction will include input on the dangers of Com Cladding. This will be included within core skills courses and on any command courses developed. The current Elearn packages for SBTAPs need to be reviewed to ensure they contain this content. In the short term (July) Ops P&P is running a Seminar which will include BC input.		Training on cladding risk	L&D		
4	ICs had no training in how to recognise the need for an evacuation or how to organise one.	Crews and commanders develop an understanding on how to evacuate buildings from experience and practical exercises, especially at Care homes or hospitals. Previous input given to commanders on evacuation strategies by way of a clear presentation. Attendees can not be evidenced, and we have new commanders, therefore it needs to be included within base courses.	Further training required for all commanders on how to practically evacuate a residential high rise building utilising the IC structure and any fixed installations and the FSG coordinator (July Seminar). Review need of our current evacuation policy and training to support this policy (what policies and training courses cover this input?). Can the evacuation guidance be placed as an OIN at the end of the 'fires in buildings NOG'?. The SSRI information gathering form will contain relevant questions to allow the development of an appropriate evacuation procedure.		Policy and Training on evac	Ops P&P and BS to produce OIN and add to appropriate NOG/TOG. L&D to then develop future training solutions.		
7	No-one considered possibility of a general failure of compartmentation or need for mass evacuation	Crews reminded via a 'core brief' that high rise fires are managed on the proviso that the fire stays in the flat of origin. If the fire has spread beyond this flat, evacuation of other floors should take place.	Commanders need training on how to recognise compartment failure and when and how to mass evacuate.	As above through input on Building Construction and compartmentation and Operational tactics.	Training on high rise risk	As above		
10	Senior Officers failed to give practical support or gain effective situational awareness of conditions inside building	Commanders have all received training on the JESIP principles and the need for good situational awareness and effective communication.	Crews and commanders to be reminded of the need to maintain good situational awareness at all times. This can be achieved within the existing IC courses and future MATTE courses (SEE BELOW)		compliant other than future JESIP command courses that need to be organised within the SRF L&D group.	L&D		
21	No agency informed the other when they declared it a 'major incident' (JESIP) - leading to lack of shared situational awareness.	All commanders trained on JESIP Principles and Doctrine. METHANE being implemented as our single message type. MATTE training being rolled out to ensure officers maintain JESIP competence and awareness	Develop the MATTE training further with the SRF. Dates and subject needed for 2020 and beyond to ensure attendees. This will come from the SRF L&D Group in consultation with the Response group (OA)		Training	L&D / Ops Planning		
31	External covering jet not able to reach external fire spread - did not trigger new plan by IC	This is already within our command courses and SFF courses to remind crews about decision traps, etc.	Already a part of IC training. Need to review tactics based on what you are seeing		Compliant	L&D		
33	Level 1 IC was not prompted to consider evacuation even though the fire was developing rapidly - had no reliable information of internal conditions. Did not notice residents leaving building. (Situational Awareness)	All IC assessment criteria includes evaluation of tactical plans. Need to ensure our IC are able to review tactical plans based on what they are seeing, these are exercises within the scenarios we assess against. A tactical change is forced to allow an assessment of our commanders ability to review their tactics and implement new tactics based on the new risks faced.	Covered within existing IC training and assessment criteria.		Compliant	L&D		

34	Firefighters self deploying to different floors. EDBA crews self deploying to bridgehead	Not permitted within ESFRS	FSG Policy and BA/IC procedures will provide a coordinated search priority.		Training needed on FSG	L&D		
36	Level 1 IC still thought fire could be brought under control when the fire had reached the 23rd floor.		Covered within existing IC training and assessment criteria. Specifically around tactical plans, situational awareness and decision traps.		Compliant	L&D		
37	Level 1 IC plan to send crews to the roof to direct a jet downward did not consider if stairwell had been compromised already.		Covered within existing IC training and assessment criteria. As above		Compliant	L&D / Ops P&P		
40	Firefighter evacuated family from flat on 7th floor, but did not alert other residents on that floor	Preferred search pattern is compartment search (room by room, area by area, floor by floor RAF) covered in existing training. There is also the option of a directional search if appropriate. Either way a floor would not be left unsearched if the brief was to clear it. If the brief was to clear a flat only as a result of FSG input, this scenario may present itself for us.	BA search procedures to be reinforced during training. Commanders are trained and competent to deal with the evacuation options and tactics at an incident.	Include this challenge within future evacuation training and remind commanders of the ability of the reccy team to evacuate the floor.	Training	L&D		
57	Level 2 IC still unaware of conditions inside the building (MP25) multiple FSG calls - did not provide Ambulance with accurate sit-rep	Covered within existing IC training and assessment criteria and JESIP principles.	However JESIP refresher courses are needed to reinforce interagency communications (MATTE)		Training	L&D	A	Mar-21
61	Duty fire safety officer did not share thoughts that they needed to get everyone out - as it seemed too obvious -	All officers receive IC training and this includes the need to pass on information to the IC if relevant.	Refresher training on evacuation strategies for all staff including business safety staff.		Training on evacuation strategies	L&D / Ops P&P		
66	GM and DAC both assumed command at same time at different positions	IC training addresses this risk and is clear on who should take over from who and when.			Compliant	L&D / Ops P&P		
67	Poor situational awareness of conditions inside the building, nature of the compartmentation and fire safety measures - due to lack of comms, led to the stay put advice not being reviewed.(MP40)	IC training includes the need to establish clear situational awareness. Comms strategy covered within Command training.	New digital radios will provide additional radio channels. Consider Comms during SSRI visits.		New radios and SSRI update	L&D / Ops P&P		
73	Level 4 IC did not receive or request any update from the fire sector	Covered within current IC training, clear briefings from level below and hand over process assessed at all levels.	Consider how we carry out level 4 IC MoC. Quarterly training in place and 2 yearly advanced commander assessment.	Review of officer competence program being undertaken by Training.	Training	L&D	R	Sep-20
75	BA crews briefings given by different WMs at different locations (Mezzanine and bridgehead)	BA procedures are clear on who should give briefs and when. BA command and control and EC training covers robust briefing process. This is assessed 2 yearly through theoretical and practical application.	maintain current BA training. The new FSG policy is clear that advice on where to send crews for rescues is coordinated by the FSG Coordinator and then briefed to the sector commanders to initiate.	Training needs to be developed both now and within future courses to ensure understanding of how the FSG policy blends into our command structure.	Training	L&D / Ops P&P		
76	After rescuing 4 people from flat 113 - the flat was not fully swept / searched - leaving another 4 people behind. (To be looked at further in phase 2)	Search procedures are clear and require rooms to be cleared.	We get crews to mark palms on exiting the building to enable a clear brief to the next crew.	Ensure clear brief on numbers is given by FSG coordinator to search sector commander and crews.	Compliant	L&D		
83	Police Inspector did not meet with FRs IC until an hour after their arrival (JESIP)	JESIP Doctrine embedded within Sussex Policy.	Further MATTE training events will embed JESIP procedures further.		Training	L&D / Sussex Police		

111	Poor communication between emergency service both remotely and on scene - did not meet JESIP standards	JESIP Doctrine embedded within Sussex Policy. JESIP training provided to all officers and crews, this is practiced during exercises. Weekly airwave tests carried out between control rooms.	Refresher JESIP training required for all Offices through the LRF MATTE Courses. Weekly airwave tests to be rolled out to officers as well as control.	ESFC Reinded and instructed to implement weekly commander airwave tests.	Training	L&D / Control / Ops P&P		
114	that all fire and rescue services ensure that their personnel at all levels understand the risk of fire taking hold in the external walls of high rise buildings and know how to recognise it when it occurs	ESFRS has provided crews with provious input on cladding fires and external fire spread - Mark hobbs presentation.	Additional training required. RM GO - Face to face input needed on SSRI information gathering and on the knowledge required to accurately compelte this paperwork. This includes knowledge on external fire spread and structural risks. L&D to blend this training into future base courses to ensure future complaince and levels of kowledge.	Seminar organised for July	Policy and Training	L&D / Ops P&P		
128	the use of resources; b. that the LFB develop policies and training to ensure that better information is obtained from crews returning from deployments and that the information is recorded in a form that enables it to be made available immediatly to the incident commander (and thereafter to the command units and the control room).	We have a tried and tested debriefing procedure following deployments, involving the BAECO &/or SC. This is then passed to the OC/IC as required to inform the tactical plan. At larger incidents we would make use of the Search sector commander and the FSGC.	FSG Structure training needs to be provided to all crews nd commanders. An IT soluton involving tablets and SC Response is being looked into to enable information to be displayed and communciated instantaneously on the fire ground and even from control.	Trainsfer IT solution to IT tab	Equipment consideration	IT/ L&D / Ops P&P		
131	that the LFB urgently take steps to obtain equipment that enables firefighters wearing helmets and breathing apparatus to communicate with the bridgehead effectively, including when operating in high-rise buildings;	New radio manual has been drafted. New digital radios and ancillary equipment have been purchased. This includes ear pieces for ECO and lcs.	New digital radios will provide additional radio channels and improve clarity of communciation. SSRI considerations needs to include radio clarity and any blank spots that may need boosters, etc.	Radios issued to officers, hardwear and training being rolled out by end of July for all crews	Radio training	L&D / Ops P&P		

<p>135 That the Joint Doctrine be amended to make it clear:</p> <ul style="list-style-type: none"> a. that each emergency service must communicate the declaration of a Major Incident to all other Category 1 Responders as soon as possible; b. that on the declaration of a Major Incident clear lines of communication must be established as soon as possible between the control rooms of the individual emergency services; c. that a single point of contact should be designated within each control room to facilitate such communication; d. that a "METHANE" message should be sent as soon as possible by the emergency service declaring a Major Incident. 	<p>JESIP Training provided to all officers and embedded within policy. We will practice this at all exercise and training event.</p>	<p>JESIP refresher training required for all officers through the LRF MATTE courses.</p>		<p>Training</p>	<p>L&D</p>		
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12	FSG policy requires operators to stay on the line until caller is rescued - but number of FSG calls exceeded number of control operators - No clear FSG guidance on meaning of terms such as 'affected by heat, smoke etc.	New FSG policy has been produced.	Control need training on how to implement the FSG policy. This policy needs to be very clear on what various terms actually mean. This meaning needs to be given to control room operators.	FSG policy produced and in place, training now needed for control room Ops. This needs to be produced by ESFC training team.	Training	ESFC	A	Mar-21
14	Control Operators did not always obtain necessary info from callers (flat No, number of people with them, conditions of escape route, disabilities)	FSG policy produced.	Control room staff need FSG training. Also ESFC Liaison officer role needs training.		Training	Ops P&P / Control		
15	Control Operators not trained for numerous simultaneous FSG calls - not aware of dangers of assuming caller may not be able to be rescued by FRS (Lakanal House issue also)	FSG policy produced.	Control room staff need FSG training. Also ESFC Liaison officer role needs training to be able to effectively communicate with CS at incident to gain situational awareness. (PU)		Training	Ops P&P / Control		
16	When 'stay put' was revoked - Control Operators unsure how to give advice to escape in unequivocal terms	FSG policy produced.	Control room staff need FSG training and training on escape guidance/advice.		Training	Ops P&P / Control	A	Sep-20
18	No organised means of sharing information between control operators to give an overall picture of the speed or pattern of fire spread - including change of stay put advice	FSG policy produced.	Details on how information is shared within control needs to be determined. Control room staff need FSG training		Training control room and information sharing	Ops P&P / Control	A	Sep-20
19	No process for sharing information about the incident to other FRS Control rooms	ESFC needs to provide this detail.	Control room management need to provide this information and staff need training		Policy ESFC	Ops P&P / Control / L&D	R	Sep-20
20	Weaknesses in supervision of control staff - senior officers not provided with suitable training on how to manage a large scale incident with numerous FSG calls.	FSG policy produced. Support officer and/or L3 officer is sent to ESFC to assist	Control room staff need FSG training. Also ESFC Liaison officer role needs training.		Training for ESFC and officers	Ops P&P / Control / L&D	R	Dec-20
42	Resident stated to Control that 'Everybody is out' - Control assumed everybody was out of the building, but resident meant just their flat.		Control staff to be made aware of this risk.		Training for ESFC	Control & L&D		
43	First call gave correct address, but incident type selected was for a house fire, not a high rise building		Control staff to be made aware of this risk		Training for ESFC	Control		
45	Nearest GM paged - not on duty - system not recorded duty period correctly.	ESFC has a fail safe procedure that would result in ESFC contacting the DO if resources don't respond.	None	N/A	N/A	Control	G	Complete

49	Resources booking in attendance not being able to make contact with control	All appliances and Officers vehicles fitted with VMDT's to reduce airwave traffic. Crews can book in with the CSO on the ICU. The CS team can then update control when resources allow.	To be considered as part of the P21 solution. Add the role of CS updating ESFC to mobilising policy.		N/A	Control		
51	Resident asked Control whether she should stay in the flat - control answered 'I obviously cant really advise you, but Ill let the firemen know you are there' (Links with Item 15)	Control receive training on call handling and fire survival guidance. However it is not clear how we would coordinate advice between control, residents and the fire ground.	FSG Policy and procedure will provide a coordinated evac instructions.		Policy on FSG	Control training		
56	FSG call details not passed to the command unit / passed with wrong or omitted information	No current FSG policy	FSG Policy will address this		Policy on FSG	Control / L&D		
77	Control operators advising people to 'stay put' after the 'stay put' advise had been revoked by the IC - time delay in getting the message to all operators. Control saying 'its your choice, leave or stay'		FSG policy covers this.		Policy on FSG	Control		
78	Senior Control Supervisor felt that 'stay put' advise was not correct but did not contact the IC as she doubted they would have responded and it was not common practice for control to question fireground strategy		FSG policy covers this.		Policy on FSG	Control / Ops P&P		
79	No method of recording all FSG calls in control In order to pass to the fireground - two flip charts were used		FSG policy covers this.		Policy on FSG	Control		
80	SM in Control who was collating FSG calls on flip chart unaware that control operators were still sending FSG info directly to the incident ground - messages not recorded - SM not fully breifed as to role		FSG Policy will address this		Policy on FSG	Control		
81	Twitter used by control operators to get a view of the incident		Good practice. Check if ESFC are able to use social media and link with our duty comms team.		Equipment consideration	IT / Control		
82	No Recall to duty procedure for Control - not enough space in control room for more than 5 additonal peole	RTD policy available	None		Compliant	Control		
89	Initial offer by Surrey FRS of their 42 m ALP was turned down by Control room, without the offer being passed to the incident ground - the ALP was requested 4 hrs later by the IC.	All offers of assistance would be passed to IC. Control would not make this decision.	None		Compliant.	Control		
102	Lakanal House fire did not lead to changes in practice at the Control room in relation to FSG calls		New FSG Policy will address this	Control room training needed on FSG	Policy and training on FSG	Ops P&P / Control	R	Sep-20

103	No specific Control policy to govern emergency calls from high rise buildings	Not specific for High rise buildings, but there is a call handling policy that allows control to manage emergency calls and gain support from other control rooms.	FSG Policy will address this	FSG in place, Control room training needed on this.	Policy and training on FSG	Ops P&P / Control	R	Sep-20
104	Level and content for Control room operators training questioned, especially around assessing escape routes, FSG calls, obtaining info from the incident ground (Follow up in Phase 2)		Check control room training content to reassure that these areas are covered. Provide Control room FSG training		Training	Control / L&D		
105	LFB aware of the absence of training (as training programme developed since Lakanal House was never implemented) - Follow up in Phase 2		Check control room training content to reassure that these areas are covered. Provide Control room FSG training		Training	Control / L&D		
108	Dismissing info from callers on location of fire (focused on the fire being on the 4th floor)	Control are trained to receive and assess caller information and pass onto the fire ground.	Check control room training content to reassure that these areas are covered. FSG policy will assist in this call handling and transfer of information.		Training	Control / L&D		
109	No Training in the use of mutual assistance and Fall back arrangements with other FRS's	This is normal practice for ESFRS and is regularly utilised by crews and control.	None		Compliant	Control		
110	No system of collating info sent from Control to incident ground (Via radio, mobile telephone or admin line)	Our IC training includes the role of CS and their responsibility to receive and record relevant information from control or any other source. This is passed to the IC if they have not already heard it.	None		Compliant	Control		
121	that the LFB's policies be amended to draw a clearer distinction between callers seeking advice and callers who believe they are trapped and need rescuing;		Check with ESFC to see if this difference is managed in control. If it is, the process can be informed to the FSG coordinator.	FSG Policy is in place	Policy	ESFC	A	Sep-20
122	that the LFB provide regular and more effective refresher training to CROs at all levels, including supervisors;	All control room staff receive regular training.	Ensure CSO training is adequate for this and other risks		Training	Control / L&D		
126	that control room staff receive training directed specifically to handling such a change of advice and conveying it effectively to callers	Control room staff will follow current training on call handling. They will give the most appropriate and safest advice based on the information being received. They are able to advise people to evacuated and will inform the responding crews and officers.	Assess the current control room training to ensure they are able to handle a change in evacuation advice. Ensure this is reflected in policy. we must have a more robust arrangements to ensure that we have an operational officer in ESFC to help to bridge the gap? - CSO and DO often the same person		Training and Policy	Control / Ops P&P / L&D		
127	that steps be taken to investigate methods by which assisting control rooms can obtain access to the information available to the host control room.	We have a buddy system with another FRS. However there is no clear way that information is exchanged if calls are flowing over to our buddy service.	Urgently review how information gets transferred between control rooms and the fire ground if the calls are overflowing to our buddy service.		Policy	Control / IT / Ops P&P		
133	that fire and rescue services develop policies for partial and total evacuation of high-rise residential buildings and training to support them;		High Rise Policy to be reviewed via OGIG. NOG to be amended nationally. Need to consider what would constitute a place of relative safety and how a partial or full evacuation may hamper the progress of FRS operations.		Policy	Control / Ops P&P		

136	that steps be taken to investigate the compatibility of the LFB systems with those of the MPS and the LAS with a view to enabling all three emergency services' systems to read each other's messages.	None	Ability of Sussex Police and SECamb to read each others incident logs to be looked into as part of project 21.		Equipment consideration	Control / IS		
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0	Recommendation/Issue/Action	What has ESFRS already delivered against this action? (reference NOG Strategic gap analysis where possible)	What actions still need to be delivered?	Progress	Action Grouping	Responsible person/department	Priority (RAG)	Date for completion
124	that electronic systems be developed to record FSG information in the control room and display it simultaneously at the bridgehead and in any command units;	There is no current system to do this.	The proposed new appliance tablets, together with SC Response and Capture will be able to achieve this outcome.		Equipment consideration	Ops P&P / IT	A	Sep-21
129	that the LFB develop a communication system to enable direct communication between the control room and the incident commander and improve the means of communication between the incident commander and the bridgehead.	The only way we have to do this currently is via radio.	ESFRS are looking at new tablet solutions that will be detachable from the appliance and can be relocated to the Bridgehead or any other scene of operations. We are also looking at SC Response and SC Capture to enable risk information and tactical plans (both live and historic) to be available on all tablets as it is changed on the ground or in control.	New FSG policy in place that confirms a link between FSGC and control.	Equipment consideration	Ops P&P / IT	A	Sep-21
130	that the LFB investigate the use of modern communication techniques to provide a direct line of communication between the control room and the bridgehead, allowing information to be transmitted directly between the control room and the bridgehead and providing an integrated system of recording FSG information and the results of deployments.	The only way we have to do this currently is via radio.	ESFRS are looking at new tablet solutions that will be detachable from the appliance and can be relocated to the Bridgehead or any other scene of operations. We are also looking at SC Response and SC Capture to enable risk information and tactical plans (both live and historic) to be available on all tablets as it is changed on the ground or in control. The new FSG policy shows how this link will be established.	FSG policy in place	Equipment consideration	Ops P&P / IT	A	Sep-21
137	that steps be taken to ensure that the airborne datalink system on every NPAS helicopter observing an incident which involves one of the other emergency services defaults to the National Emergency Service user encryption.	This has been raised within the Sussex Blue light collaboration meeting.	The actual link needs to be provided to our current control room. This will also be covered within project 21		Equipment consideration	IT / Ops P&P	A	Sep-21

Recommendation/Issue/Action	What has ESFRS already delivered against this action? (reference NOG Strategic gap analysis where possible)	What actions still need to be delivered?	Progress	Action Grouping	Responsible person/department	Priority (RAG)	Date for completion
Essex FRS NILO unable to contact LFB NILO on Airwave	Airwave channels available which all NILOs are aware of.	Ensure all new NILOs get NILO codeplugs added to their airwave radios. Use of these channels to be tested and practiced by NILOs	Process in place to manage this need within the NILO group.	Training	Lead NILO	G	Complete

1. Policy needed on Evacuation procedures. This will include details on how and when to change evacuation strategies
2. Policy amendment to High rise policy. This will take place following the release of the new High Rise NOG. It must include details of how we are expected to search above fires in high rise and how we communicate strategy changes to residents.
3. Policy amendment to SSRI policy to include details of how we pass on to crews information provided by the RP to Business Safety
4. Control room procedures need to be confirmed within the new FSG policy. This will include how we manage multiple FSG calls within our control room, how we manage information coming from other control rooms and how we keep all control room operators on message and up to date on the strategy.
5. Training needed for staff on the new FSG policy (planned for July)
6. Training needed for staff on evacuation strategies, operational implications and triggers to move from one to the other (planned for July seminar)
7. Training needed for staff on new SSRI process including the questions and considerations stemming from Grenfell (comms, lifts, fixed installations, compartmentation, evac strategy, water supplies, alternative tactical options, etc). Planned for July Seminar.
8. Training needed for all officers on JESIP. This will be achieved within the SRF MATTE courses
9. Training needed for ESFC on FSG policy
10. New equipment needs to be considered, including smoke hoods, fire curtains, consideration for EDDBA, New tablets to allow simultaneous sharing of information around the incident ground.
11. It links need to be established to allow NPAS video links directly to our current and future command units.
12. We need to move to METHANE for our informative messages
13. All training needs to be embedded within our current courses and MoC programmes. This includes some of our Elearn SBTAP presentations
14. BS needs to work with RPs to ensure information is available and provided to ESFRS to allow it to be added to our SSRI plans.
15. BS needs to work with RPs to ensure Fire Precautions are tested and maintained effectively
16. BS will work with Ops P&P to ensure crews are aware of and confident in using fixed installations and other building FS provisions such as fire lifts, smoke control systems, etc.
17. Future process changes in how buildings are designed, built and maintained will come out of Phase two of the Grenfell Inquiry, this will lead to further changes to our ways of working and policies.

Key work completed:

1. A new FSG Policy has been produced
2. New Digital Fire Ground radios have been purchased and are being rolled out
3. A new SSRI policy has been produced which contains questions and considerations stemming from Grenfell.
4. Training packages on Building construction and evacuation procedures have been drafted.
5. Current IC/BA and many other policies have been reviewed against the Grenfell recommendations and many are deemed to be fit for purpose.

	Recommendation/Issue/Action	What has ESFRS already delivered against this action? (reference NOG Strategic gap analysis where possible)	What actions still need to be delivered?	Action Grouping	Responsible person/department	Priority (RAG)	Date for completion
1	How the failure of a common domestic appliance (Hotpoint fridge) could have caused such a disaster	The answer to this is contained within all the various actions of this report and the future Phase 2 report. For now we can state the following: FI process within ESFRS is already linked into the White Goods directory	L1s to continue to provide information on the L1 report. Andy May to provide trends through the OA process.	FI process	BS / FI Team	G	Complete
2	ICs should understand, for any given high-rise building in their area, when a partial or full evacuation might become necessary and receive appropriate training for it.	Input provided a few years ago to commanders around evacuation strategies.	1. Training for all Commanders on how to change evacuation strategy during an incident. 2. Residential MOK SBTAP to be reviewed to include the skills required to recognise and change evac strategies. 3. Get confirmation on what policy we place this guidance on how to change operational tactics	Policy and Training on evac	Ops P&P to amend policy / L&D to deliver training	R	Sep-20
3	ICs had received no training in the dangers associated with combustible cladding	Crews informed of cladding risk during command training and via 'core brief' reminders.	Any future input on Building Construction will include input on the dangers of Com Cladding. Consideration given to including this on any command courses developed.	Training on cladding risk	L&D	R	Sep-20
4	ICs had no training in how to recognise the need for an evacuation or how to organise one.	Crews and commanders develop an understanding on how to evacuate buildings from experience and practical exercises, especially at Care homes or hospitals. Training has been provided previously on evacuation types and how they link to operational tactics.	Further training required for all commanders on how to practically evacuate a residential high rise building utilising the IC structure and any fixed installations and the FSG coordinator. This training needs to be blended into SBTAPS to ensure future refreshers	Policy and Training on evac	L&D / SC	R	Sep-20

5	There was no contingency plan for the evacuation and no operational contingency plan in the tactical plan records.	The SSRI ALS is ensuring that this need for an evacuation plan A & B is considered by crews during risk visits. It will be a part of the future electronic solution displayed on the VMDTs. Crews are also encouraged to consider it on current plans, with SMs and Ops P&P taking on the role of L2 considerations and QA respectively.	Crews need to be trained on how to record this information and what needs to be considered and why.	SSRI input and improvement plan	Ops P&P / SC		
6	The risk info for Grenfell was of no use for the IC - basic info held was wrong or missing (No plans, no of floors wrong, no useful photos) (Phase 2 will look at more)	As above	As above	As above	Ops P&P/ SC		
7	No-one considered possibility of a general failure of compartmentation or need for mass evacuation	Crews reminded via a 'core brief' that high rise fires are managed on the proviso that the fire stays in the flat of origin. If the fire has spread beyond this flat, evacuation of other floors should take place.	Commanders need training on how to recognise compartment failure and when and how to mass evacuate.	Training on high rise risk	L&D		
8	Delays in revoking the 'stay put' advice	Commanders have been reminded of the need to move to an evacuation tactic if the compartmentation fails.	Ensure this is covered in the relevant high rise policy. Change wording to 'delayed evac'.	Policy required on evac	Ops P&P to amend policy		
9	No systematic arrangements for number and source of FSG calls	FSG policy developed	Commanders to be trained on how to implement and make use of the FSG policy.	Policy needed on FSG	Ops P&P & L&D		
10	Senior Officers failed to give practical support or gain effective situational awareness of conditions inside building	Commanders have all received training on the JESIP principles and the need for good situational awareness and effective communication.	Crews and commanders to be reminded of the need to maintain good situational awareness at all times. This can be achieved within the existing IC courses.	compliant	L&D		
11	Electronic comms and command support system on the command units did not work properly	CSUs set up to still operated with white boards in case of electric failure	ICU replacement program. This will be multi agency and will link to control rooms and NPAS video links.		Ops P&P		
12	FSG policy requires operators to stay on the line until caller is rescued - but number of FSG calls exceeded number of control operators - No clear FSG guidance on meaning of terms such as 'affected by heat, smoke etc.	New FSG policy has been produced.	Control need training on how to implement the FSG policy. This policy needs to be very clear on what various terms actually mean. This meaning needs to be given to control room operators.	Training and Policy	Ops P&P to amend policy		

13	Application of 'Stay put' nor requirements if a FSG caller is to escape from a building are properly set out in policy	FSG policy produced.	Policy needs to give clear examples how the decision to move from 'stay put' to 'evac' is communicated to both the fire ground and the FSG caller.	Policy	Ops P&P to amend policy		
14	Control Operators did not always obtain necessary info from callers (flat No, number of people with them, conditions of escape route, disabilities)	FSG policy produced.	Control room staff need FSG training. Also ESFC Liaison officer role needs training.	Training	Ops P&P / Control		
15	Control Operators not trained for numerous simultaneous FSG calls - not aware of dangers of assuming caller may not be able to be rescued by FRS (Lakanal House issue also)	FSG policy produced.	Control room staff need FSG training. Also ESFC Liaison officer role needs training to be able to effectively communicate with CS at incident to gain situational awareness. (PU)	Training	Ops P&P / Control		
16	When 'stay put' was revoked - Control Operators unsure how to give advice to escape in unequivocal terms	FSG policy produced.	Control room staff need FSG training	Training	Ops P&P / Control		
17	Channels of communication between Control room and fire ground uncertain. Valuable information not passed to incident ground and vice-versa	FSG policy produced.	Commanders and Control room staff need FSG training		Ops P&P / SC / Control		
18	No organised means of sharing information between control operators to give an overall picture of the speed or pattern of fire spread - including change of stay put advice	FSG policy produced.	Control room staff need FSG training	Training	Ops P&P / Control		
19	No process for sharing information about the incident to other FRS Control rooms	FSG policy produced.	Control room staff need FSG training	Training	Ops P&P / Control / L&D		
20	Weaknesses in supervision of control staff - senior officers not provided with suitable training on how to manage a large scale incident with numerous FSG calls.	FSG policy produced. Support officer is sent to SCC to assist	Control room staff need FSG training. Also ESFC Liaison officer role needs training.	Training	Ops P&P / Control / L&D		
22	A SPoC in each control room and direct communications between control room supervisors should have been established.	FSG policy produced	Training needed for control room staff and liaison officer role.	Policy & Training	Ops P&P / Control		
23	Communication link with Police helicopter and command unit did not function		This will be tabled at the SRF Response Group for clarification on channels. This needs to be tested regularly as part of the weekly airwave tests. ICU project to allow NPAS uplink and link to control of video footage.	Equipment consideration	Ops P&P		

27	Policy formulation in the light of experience and training of firefighters and control staff		High Rise Policy to be reviewed via OGIG. NOG to be amended nationally.	Policy	Ops P&P/ NOG		
28	Control room has 2 x 70 inch TV screens, one showing 24hr news channel, the other can show NPAS downlink - providing physical picture of the actual incident.		Confirm if and how we can get NPAS downlink to control rooms and Command centres. ICU project to allow NPAS uplink and link to control of video footage.	Equipment consideration	Ops P&P		
32	No arrangements had been made to count the number of residents who had left the tower and which floors / flats (First attendance)	Covered in current IC training (Info Gathering).	Need to include role call/info gathering from initial evac by initial crews. This needs to be written into policy and FSG function. If the incident is escalating, IC should consider the need to allocate a task to confirm who has already left the building and what flat they are from.	Policy for high rise	Ops P&P		
35	Level 1 IC had no clear plan of how to deploy the MP20 when resources arrived	Covered within existing IC training and assessment criteria.	SSRI training and improvements needed to be clearer on tactical plans and options	SSRI input and improvement plan	Ops P&P / L&D		
38	Level 1 IC did not declare a major incident due to spans of control / being overwhelmed	Covered within existing IC training and assessment criteria.	Messages being changed to METHANE for all informative messages.	Policy and Training	Ops P&P / L&D		
44	After MP 6 message, no further informative messages were received by Control for another 1 hr 25 mins	Control staff have procedures to request further informatives every 30 minutes.	Remind ESFC	Training	Ops P&P / Control		
47	Level 1 IC only aware that FSG calls were in progress after the arrival of the first command unit		New FSG policy	Training of FSG	Ops P&P / Control / L&D		
48	First Level 2 (SM) did not take command - took FSG calls instead - did not discuss tactics with Level 1 IC or contact control. Kept Level 1 IC as commander	IC training is clear on when to take over.		Compliant	Ops P&P / L&D		
50	Resident live streams 8 min video on Facebook from the 23rd floor	Comms team are available to monitor social media and main stream media and can communicate to the fire ground via phone.	Further work is needed on how we communicate back to the social media caller.	Policy on Media and IC needs amending to ensure this is covered.	Ops P&P, IT / Communications		
52	Control unable to summon pumps (prior to Command Unit IA)to inform them of FSG calls.	Crews aware to maintain radio watch if on route and until they hand over to the ICP or Unit.	FSG Policy will confirm how FSG calls will be communicated to the fire ground.	Policy on FSG	Ops P&P / Control / Training		

53	White boards in the command units not used to record FSG calls - paper or laminated sheets. No systematic approach to identifying where people were trapped.	No current clear procedure on how to collate and prioritise and record FSG actions.	FSG Policy will address this	Policy on FSG	Ops P&P / Training		
54	No prioritisation of the FSG calls	As above	FSG Policy will address this	Policy on FSG	Ops P&P / Training		
55	Arriving appliance commanders not receiving a brief from the Level 1 IC (at MP25) - self deploying	Clear IC training provided. This includes the need to brief crews on arrival. There is also a clear policy on levels of command.	Covered within existing IC training and assessment criteria.	N/A	Ops P&P / L&D		
57	Level 2 IC still unaware of conditions inside the building (MP25) multiple FSG calls - did not provide Ambulance with accurate sit-rep	Covered within existing IC training and JESIP principles.	Covered within existing IC training and assessment criteria. However JESIP refresher courses are needed to reinforce interagency communications	Training	Ops P&P / L&D		
58	BA communications did not work / too much radio traffic for messages to be passed to and from bridgehead	Current BA and IC training covers when radios need to be used and the need to consider a communication strategy to improve communication effectiveness.	Comms strategy covered within Command training. New digital radios will provide additional radio channels	New radios	Ops P&P / Training		
60	No method of recording FSG details at the bridgehead (used walls)	No current system.	FSG policy provide paper solution	Policy on FSG	Ops P&P		
62	Level 2 IC to Level 4 IC handover very brief and did not cover all areas. Poor handovers of command - lack of situational awareness	Existing IC training provides a clear handover protocol.	Covered within existing IC training and assessment criteria. Specific training on conducting a handover? RM	N/A	Ops P&P / L&D		
64	Radio messages sent from different command units	Only send one Command unit to an incident so this should not occur	New FSG Policy will result in a second ICU being sent. However policy is clear on what it is used for. IC training makes it clear on who should send messages.	Compliant	Ops P&P		

65	No METHANE message sent at any point in the incident	IC training is clear on when to send a METHANE message. This is prompted by Control	METHANE to be used for all informative messages going forward. JESIP training required for all officers.	Policy and training	Ops P&P / Control		
68	BA Crews not debriefed after deployments.	BA Briefing logs in use	Covered within existing BA training	Compliant	Ops P&P / L&D		
69	BA Crews providing casualties with their own face masks to breathe	No procedure for this .. Ops Discretion / Heroic Act?	Firehoods are being considered by ESFRS	Equipment consideration	Ops P&P		
70	Essex FRS NILO unable to contact LFB NILO on Airwave	Airwave channels available which all NILOs are aware of.	Ensure all new NILOs get NILO codeplugs added to their airwave radios. Use of these channels to be tested and practiced by NILOs	Training	Lead NILO		
71	FSG details and progress written on walls at the bridgehead - lack of undersanding of the success of BA deployments	BA deployments debriefed at bridgehead by BAECO or Supervisor.	FSG details are covered within the new FSG policy	Policy on FSG	Ops P&P / L&D		
72	Command Unit not recieving feedback from bridgehead on progress of FSG call rescues - unable to update Control	NO FSG policy, however current practice is for regular updates from the BA areas of activity to the SC and then the OC/IC.	Covered within the new FSG policy	Policy on FSG	Ops P&P / L&D		
74	Confusion on revoking 'stay put' advice - control unaware that they had to tell public that they needed to get out at all costs - Level 4 IC did not talk to Control when he revoked the advice to give them a sit-rep	No clear current policy on FSG and changing evacuation tactics.	FSG policy covers this.	Policy on FSG	Ops P&P		
84	Channel 1 continued to be used for most opertions on fireground radios	Current radio comms policy in place.	New fireground radios will provide additional channels. Radio comms policy will provide detailed options that will be covered within IC training.	Policy needed on Radio comms (covered within New radio project). Training to include within IC training	Ops P&P		
85	Control did not / unable to re-contact FSG callers to inform them that the Stay Put policy was no longer valid	No current FSG policy	FSG Policy will address this	Policy on FSG	Ops P&P / Training / Control		
86	Provision of Extended Duration BA - the use and missue of EDDBA deployments - no system for keeping EDDBA use to the upper floors	We do not have EDDBA - should we now?	To be considered within the FF future project being led by Tom Walby,	Equipment consideration	Ops P&P		

87	Crews working above fire floor without water and to the point of their BA whistle	Ops Discretion?	Training should be given on what equipment and procedures are required in the search sector. RM If evacuation is required of large numbers then I think crews will need to door-knock above the fire floor and their ability to carry firefighting media will be limited - MW	Training and Policy	Ops P&P / L&D		
88	SM deployed as part of BA team to 16th and 18th floor - because ' an experienced officer should be sent to investigate reports of people trapped'	SM do not undertake BA refreshers at present	Not required.	N/A	Ops P&P / L&D		
91	Fire crews setting into risers in the floor belows makes fire doors stay open due to hoselines, also forcing entry into flats leaves them without a functioning fire door - contributed to fire spread		Consider use of fire curtains to hold smoke back from MoE. Highlights the importance of the riser outlet being in the lobby on the fire floor to maintain protection of the staircase. RM	Equipment consideration	Ops P&P		
92	Lack of knowledge and training for cladding fires, despite history of incidents etc. (See also item 6)	Previous powerpoint input on cladding provided to crews.	Further training required on Cladding risk. This needs to be embedded within SBTAP material	Training on cladding risk	Ops P&P / L&D		
93	Risk of external cladding not covered during 72(d) inspections		Training required on recording cladding risk on SSRI documentation	SSRI input and improvement plan	Ops P&P		
94	Lack of training on how to undertake a 72(d) inspection visit	Face to Face Training provided when the current SSRI process was rolled out. Since then further input has been given on the process but not on the knowledge required to answer some of the information gathering questions. In addition there are some powerpoint presentations provided and available on the Ops Info Intranet page that do provide technical guidance on how to carry out an SSRI visit and what should be considered.	Futher face to face training required on SSRI completion for all crews. This will include the areas mentioned in this report and those indentified within the SSRI ALS.	SSRI input and improvement plan	Ops P&P / L&D		
95	Command failure - to create a plan to save life, deploy EDA or get up to date information	Covered within existing IC training and assessment criteria.	None	Compliant	Ops P&P / L&D		
96	Inability to bring lifts under FRS control	No specific training provided although face to face input and practical use may be carried out by crews when at SSRI visits.	Training needed for crews on how to gain control of fire lifts	Training for ops crews on how to gain control of FF lifts	Ops P&P/ SC		
97	How to communicate to all residents that the stay put policy is no longer valid? - Loud Hailer, NPAS 'skyshout' system/ comntrol calling callers back to inform	No clear guidance provided to crews.	Being considered at NFCC level. Interrim solution will be included within High rise policy	Policy on High rise fires	Ops P&P / BS / Control		

98	Level 4 IC concentrated on setting up command structures and support systems rather than gaining accurate information on conditions inside the building and formulating a strategy based upon it.	Covered within existing command training.	Consider refresher training for Level 3&4 officers in addition to assessment process.	Training	Ops P&P / L&D		
99	No effort to contact the NPAS helicopter to set better situational awareness on fire spread	No ability to get feed direct, however it can be fed to Poice control and police officers on the ground.	Contact NPAS to determin how we can get feeds to our control room and ICUs	Equipment consideration	Ops P&P		
100	No overall command structure from the outset - officers deciding for themselves what roles to undertake	This is covered within existing IC training.	None	Compliant	Ops P&P / L&D		
101	LFB ALPs only reach 32 m (10th floor) - made use of Surrey ALP with reached 42 m. LFB now procured 3 x ALPs with reach of 64 m. (Phase 2 follow up)	ESFRs have 3 x Aerials with a reach of 32m	High level rescues are not required. The ALPs may be used for FF only. Rescues are done internally via protected routes above 18M, therefore our existing ALPs are adequate.	Compliant	Ops P&P		
102	Lakanal House fire did not lead to changes in practice at the Control room in relation to FSG calls		New FSG Policy will address this	Policy on FSG	Ops P&P / Control		
103	No specific Control policy to govern emergency calls from high rise buildings	Not specific for High rise buildings, but there is a call handling policy that allows control to manage emergency calls XXXXXXXXX Check	FSG Policy will address this	Policy on FSG	Ops P&P / Control		
107	Assurances to callers that firefighters would rescue them (Lesson not learnt from Lakanal House)		FSG policy will help with this control room challenge	Policy and Training	Ops P&P / Training / Control		
112	No consideration to gas supply fuelling the fires until 6 hours after gas rep was in attendance - as soon as valves were turned off the fires died down	Crews regularly request attendance of utility companies to isolate services. RM . This is included within IC training and is assessed to ensure the risk is removed or reduced in a timely manner. - GO	None	Compliant	Ops P&P		
115	that the LFB review, and revise as appropriate, Appendix 1 to PN633 to ensure that it fully reflects the principles in GRA 3.2	Our High Rise policy (TOG) fully complies with GRA 3.2.	The policy needs to be reviewed to take into account the leasons learned during this incident.	Policy	Ops P&P		

117	owner and manager of every high-rise residential building be required by law: a. to provide their local fire and rescue services with up-to-date plans in both paper and electronic form of every floor of the building identifying the location of key fire safety systems; b. to ensure that the building contains a premises information box, the contents of which must include a copy of the up-to-date floor plans and information about the nature of any lift intended for use by the fire and rescue services.	Is this covered in the SSRI ALS chaired by Tom Walby? The issue for us will be keeping the info up to date. RM -----This will require a legislation change to 'require' all high rise RPs to provide this information. They already have to provide us with information on risk and information on the build (newer builds).	A system needs to be put in place by BS to inform and enforce the provision of information that is already required by law (Building Act, Regs and FSO). This system also needs to ensure that any updates are communicated effectively to crews to enable SSRIs to be reviewed. For this to work we will need a link between BC/Als to our BS departments (including the need for completion certificates) and then onto out operational crews in the Groups.	Policy	Ops P&P / BS		
120	that a dedicated communication link be provided between the senior officer in the control room and the incident commander.	We do not consider this be be practical or required. We have a tried and tested ICS that allows for the CSO to be the link between the IC and Control. This is to reduce spans of control.	The FSG policy will introduce another role at certain incidents that will be link between casualties, control, SC and the IC.	Policy	Ops P&P / L&D		
121	that the LFB's policies be amended to draw a clearer distinction between callers seeking advice and callers who believe they are trapped and need rescuing;		Check with ESFC to see if this difference is managed in control. If it is, the process can be informed to the FSG coordinator.	Policy	Ops P&P / Control		
123	that all fire and rescue services develop policies for handling a large number of FSG calls simultaneously;	None at present	New FSG policy drafted	Policy and training	Ops P&P / Control / L&D		
124	that electronic systems be developed to record FSG information in the control room and display it simultaneously at the bridgehead and in any command units;	The is no current system to do this.	The proposed new appliance tablets, together with SC Response and Capture wil lbe able to achieve this outcome.	Equipment consideration	Ops P&P / IT		

129	that the LFB develop a communication system to enable direct communication between the control room and the incident commander and improve the means of communication between the incident commander and the bridgehead.	The only way we have to do this currently is via radio.	ESFRS are looking at new tablet solutions that will be detachble fro the appliance and can be relocated to the Bridgehead or any other scene of operations. We are also looking at SC Response and SC Capture to enable risk information and tactical plans (both live and historic) to be avaiable on all tablets as it is changed on the ground or in control. Is comms directly between Control Room and IC really desirable - surely the correct route is via Command Support? - MW	Equipment consideration	Ops P&P / IT		
130	that the LFB investigate the use of modern communication techniques to provide a direct line of communication between the control room and the bridgehead, allowing information to be transmitted directly between the control room and the bridgehead and providing an integrated system of recording FSG information and the results of deployments.	The only way we have to do this currently is via radio.	ESFRS are looking at new tablet solutions that will be detachble fro the appliance and can be relocated to the Bridgehead or any other scene of operations. We are also looking at SC Response and SC Capture to enable risk information and tactical plans (both live and historic) to be avaiable on all tablets as it is changed on the ground or in control.	Equipment consideration	Ops P&P / IT		
132	that urgent steps be taken to ensure that the command support system is fully operative on all command units and that crews are trained in its use.	All ICUs are fully operative and crews are trained and competent to use them. ICs are also familiar with them and they are utilised as part of the IC training and assessments caried out at TC.	Maintain competency checks within the OAG and AC governance meetings I nline with other specialist resources.	Training	Ops P&P/ L&D		
134	that all fire and rescue services be equipped with smoke hoods to assist in the evacuation of occupants through smoke-filled exit routes.	Being considered within the future firefighting project	Produce paper for OC on this future FF project.	Equipment consideration	Ops P&P		
138	that the LFB, the MPS, the LAS and the London local authorities all investigate ways of improving the collection of information about survivors and making it available more rapidly to those wishing to make contact with them.	The LRF has comprehensive plans to deal with a major incident. This includes plans on agency responsibilities (SERR), mass casualty and mass fatality plans. The SERR document covers who is responsible for survivors and how information is exchanegd with other agencies. This is also included within the JESIP training.	Test and confirm the SERR document during the next SRF exercise	SRF Plans	Ops P&P / L&D		