

## Report of the Assistant Chief Fire Officer

### Grenfell Tower Inquiry – Phase 2 Report Update

#### Purpose of Report

1. To provide an update on scheduled work in response to the Grenfell Tower Inquiry Phase 2 Report.
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#### Recommendation

***It is recommended that Members note and approve the scheduled work in response to the Grenfell Tower Inquiry Phase 2 Report, in that:***

- ***The Service have conducted a gap analysis against the recommendations detailed in the GTI Phase 2 Inquiry Report;***
- ***The Service are taking a proactive approach, by reviewing procedures in areas targeting FRSs and other organisations, and have agreed an action plan with departmental heads to address these recommendations; and***
- ***The timescale for completion of this work and future reporting have been agreed and detailed.***

#### Introduction and Background

2. The Grenfell Tower Inquiry (GTI) Phase 1 Report was published in October 2019, and the National Fire Chief's Council (NFCC) published their response to this in December 2019. The report focused on the factual narrative of the events of the fire, and included recommendations in areas such as Training, Policy, Prevention, Protection, Response, Fire Control, Procurement and Human Resources.
3. In response to this the Service completed a gap analysis of both documents to identify areas of focus. GTI update papers have been presented to the Board in December 2022 and May 2023, detailing progress against all recommendations. In addition, NFCC returns, detailing progress against the recommendations, have been completed by the Area Commander Protection.
4. The main purpose of this paper is to provide an update on the Grenfell Tower Inquiry Phase 2 Report, which was published on 4th September 2024. This report examines the causes of the fire, including how Grenfell Tower came to be in a condition which allowed the fire to spread in the way identified by Phase 1.

#### Grenfell Tower Inquiry Phase 1 Report - update

5. All actions identified in the GTI Phase 1 Report have been completed, and further improvements have been scheduled in as part of on-going departmental activity. To support this further training, assurance and communications are on-going with staff, ahead of the roll out in December 2024 of a new command system to be used at incidents that will support the outcomes of the GTI Phase 1 Report.

## **Grenfell Tower Inquiry Phase 2 Report – update**

6. The Phase 2 Report makes 60 recommendations, across multiple areas, including government, local authorities, manufacturers, contractors, architects, fire risk assessors, legislation, certification and testing of products. Only 7 of these are under the direct control of Fire Services.
7. The Operational Policy and Protection Departments have completed a Service gap analysis against the 60 recommendations included in this report, to ensure we can work with partners and support these outcomes where they are not under our direct control. In addition, the NFCC have proposed to issue further work in due course in relation to the formal recommendations, to support FRSs. When received, this work will be incorporated in our overall action plan.
8. 32 of the recommendations are clearly beyond the immediate control or direct relevance to the Service. For example, recommendations include proposed changes to regulation, governance, legislation (Fire Safety and Civil Contingencies Acts), Approved Documents etc.

### **Response to Recommendations**

9. An action plan (Appendix 1), has been created for the other 28 recommendations and all actions and timescales have been agreed with department heads. An overview of action areas is shown below:

7 recommendations directly refer to actions required by all Fire and Rescue Services (FRSs), some of which are already complete in HWFRS

- Digital radio provision (2)
- Hydrant and comms training (2)
- Agree a protocol with water providers (1)
- Voluntary / Community Group partnerships (1)
- Review of the response to the Phase 1 recommendations (1)

21 recommendations specifically target other organisations

- Local Authorities (6)
- Guidance and legislation change (6)
- HMICFRS Inspection of London Fire Brigade (4)
- Local Resilience Forum (2)
- National Fire Chiefs Council (1)
- Gas providers (1)
- Future College of Fire and Rescue (1)

10. In addition to addressing actions required by all FRSs, the Service are also taking a proactive approach to recommendations aimed at other organisations. This provides an opportunity to review our current procedures, whilst also preparing the Service for future inspections, changes in legislation/guidance, and Home Office/NFCC reporting requirements.

11. As well as identified areas of outstanding work, department heads are also providing evidence of work already completed by the Service. All evidence is being recorded in the gap analysis held by the Operational Policy department.

### Proposed Future Updates

12. A further update will be provided to SLB in April 2025 to provide assurance of progress against recommendations; or prior to this, subject to additional NFCC / Home Office reporting requirements.

### Conclusion

13. The Service have conducted a gap analysis against the 60 recommendations detailed in the GTI Phase 2 Inquiry Report. The Service are taking a proactive approach, by reviewing procedures in areas targeting FRSs and other organisations, and have agreed an action plan with departmental heads to address these recommendations. Timescale for completion of this work and future reporting have been agreed and detailed.

### Corporate Considerations

<p><b>Resource Implications</b> (identify any financial, legal, property or human resources issues)</p>	<p>Resource implications are unknown at present, and will be highlighted in future papers</p>
<p><b>Strategic Policy Links &amp; Core Code of Ethics</b> (Identify how proposals link with current priorities &amp; policy framework and align to the Core Code of Ethics)</p>	<p>The requirements of the GTI Phase 2 Report link directly to all Core Strategies e.g. competence and Intel (Response) inspect, advise and enforce (Protection); and community awareness and safety (Prevention).  In addition, this aligns to Develop and Train in the (People Strategy); and Putting our Communities First, Integrity and Leadership of the CCoE.</p>
<p><b>Productivity &amp; Efficiency</b> (Identify how proposal improves productivity or efficiency)</p>	<p>Aligning to national guidance, and direct links to core Service strategies, supports productivity and efficiency.</p>
<p><b>Risk Management / Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores).</p>	<p>Requirement to ensure legislative compliance (various Fire Safety legislation, CCA and FRSA)</p>
<p><b>Consultation</b> (identify any public or other consultation that has been carried out on this matter)</p>	<p>Public engagement, no consultation required.</p>

<p><b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?)</p>	<p>EIA's will be undertaken as required for individual projects or initiatives.</p>
<p><b>Data Protection Impact Assessment</b> (where personal data is processed a DPIA must be completed to ensure compliant handling)</p>	<p>DPIA's will be undertaken as required for individual projects or initiatives.</p>

### **Supporting Information**

Appendix 1 – Grenfell Tower Inquiry – Phase 2 Action Plan

## Appendix 1 - Grenfell Tower Inquiry, Phase 2 Action Plan, October 2024

<b>Actions required by all Fire and Rescue Services</b>
<b>Recommendations specifically target other organisations - opportunity to review our current procedures</b>

GC Training	
Area for Improvement	Training
HWFRS Action Proposed	
	Target Date
<p>113.51 – Recommendation to create a national College of Fire &amp; Rescue to provide practical training, education (lectures &amp; seminars), research into FRS work; development of equipment, policies and procedures; setting and maintaining national standards of managerial competence for senior managers, including control room managers, and including training and assessment of senior ranks.</p> <p><b>Evidence of practical &amp; theoretical training/exercising in dealing with fires in high-rise &amp; complex buildings.</b></p>	<p><b>April 2025</b> Lead - CW</p>
<p>113.51 – Recommendation to create a national College of Fire &amp; Rescue to provide practical training, education (lectures &amp; seminars), research into FRS work; development of equipment, policies and procedures; setting and maintaining national standards of managerial competence for senior managers, including control room managers, and including training and assessment of senior ranks.</p> <p><b>Provide evidence of management training and assessments for senior managers</b></p>	<p><b>April 2025</b> Lead – CW</p>
<p>113.56 – Recommendation that asap HMICFRS inspect LFB to examine and report on the arrangements it has in place for assessing the training of incident commanders at all levels and their continuing competence, whether by a process of revalidation or otherwise.</p> <p><b>Provide evidence of assessing the training of incident commanders at all levels as detailed above</b></p>	<p><b>April 2025</b> Lead – CW</p>
<p>113.61 – Recommendation that firefighters be trained to respond appropriately to loss of communications &amp; to understand how to restore them.</p> <p><b>Provide evidence of training for operational personnel as detailed above</b></p>	<p><b>April 2025</b> Lead – PR</p>
<p>113.62 – Recommendation that basic training on the structure and operation of hydrants, including the different types of hydrants in use &amp; their functions, be given to all firefighters. Training should also be given on effective measures to increase water flow &amp; pressure when necessary.</p> <p><b>Provide evidence of training for operational personnel as detailed above</b></p>	<p><b>April 2025</b> Lead - PR</p>
Strategic lead	AC Prevention

GC Training

**Area for Improvement**

Training

**HWFRS Action Proposed**

**Target Date**

113.65 – Recommendation that the NFCC consider whether, and if so in what circumstances, firefighters should be discouraged from departing from their instructions on their own initiative and provide appropriate training in how to respond to a situation of that kind.

**April 2025**

Lead – CW

**Provide evidence of the use of Operational Discretion for operational staff**

113.70 - There is a need for a clearer understanding of the nature of Gold arrangements. Recommendation that guidance on operation of arrangements be revised & existing and newly appointed chief executives be given regular training to ensure familiarity with its principles.

**April 2025**

Lead – CW

**Provide evidence of Gold Command training, exercising and CPD**

113.71b - Recommendation that a mechanism be introduced for independently verifying the frequency and quality of training provided by local authorities and other Category 1 responders.

**April 2025**

Lead - CW

**Provide evidence of Command, Major Incident and JESIP training, exercising and CPD**

**Strategic lead**

**AC Prevention**

GC Operational Policy

Area for Improvement

Operational Policy

**HWFRS Action Proposed**

**Target Date**

113.51 – Recommendation to create a national College of Fire & Rescue to provide practical training, education (lectures & seminars), research into FRS work; development of equipment, policies and procedures; setting and maintaining national standards of managerial competence for senior managers, including control room managers, and including training and assessment of senior ranks.

**February 2025**

Lead - LB

**Provide evidence of shared learning in the FRS sector**

113.58 – recommendation that LFB establish effective arrangements for collecting, considering & implementing lessons learned from previous incidents, inquests & investigations. Those arrangements should be as simple as possible, flexible and can be implemented speedily.

**February 2025**

Lead - LB

**Provide evidence of effective implementation of NOL / JOL / Debrief / gap analysis etc.**

113.68 – Recommendation that the regulation be amended to require Category 1 responders to establish and maintain partnerships with the voluntary, community and faith organisations in the areas in which they are responsible for preparing for and responding to emergencies.

**February 2025**

Lead - CG

**Provide evidence of partnerships as described above. Include partnership evidence through the LRF**

113.69a – Recommendation that emergency preparation guidance be revised and simplified, emphasis on need for those leading the response to consider recovery; identifying vulnerable people; co-operation with voluntary, community and faith groups & consistency with the Equality Act

**April 2025**

Lead - CG

**Provide evidence of how information about vulnerable people is identified & passed to Response, & how it adheres to the Equality Act**

113.69b – Recommendation that humanitarian considerations be recognised by making it the ninth principle of effective response & recovery.

**April 2025**

Lead - CG

**EPRO to raise this with the LRF, and record evidence**

Strategic lead

AC Protection

GC Operational Policy	
Area for Improvement	Operational Policy
HWFRS Action Proposed	
Target Date	
<p>113.70 - There is a need for a clearer understanding of the nature of Gold arrangements. Recommendation that guidance on operation of arrangements be revised &amp; existing and newly appointed chief executives be given regular training to ensure familiarity with its principles.</p> <p><b>Provide evidence of Gold Command training, exercising and CPD across the LRF</b></p>	<p><b>April 2025</b> Lead - CG</p>
<p>113.71a – Recommendation that local resilience forums adopt national standards to ensure effective training, preparation and planning for emergencies and adopt independent auditing schemes to identify deficiencies and secure compliance.</p> <p><b>EPRO to raise this with the LRF, update Response, and record evidence</b></p>	<p><b>April 2025</b> Lead - CG</p>
<p>113.71b - Recommendation that a mechanism be introduced for independently verifying the frequency and quality of training provided by local authorities and other Category 1 responders.</p> <p><b>EPRO to raise with the LRF &amp; provide evidence of Command, Major Incident and JESIP training, exercising and CPD across the LRF</b></p>	<p><b>April 2025</b> Lead - CG</p>
<p>113.73 – Recommendation that local authorities train all their employees, including chief executives, to regard resilience as an integral part of their responsibilities.</p> <p><b>Provide evidence of effective Business Continuity Plans, and Major Incident Procedures</b></p>	<p><b>February 2025</b> Lead - CG</p>
<p>113.74 – Recommendation that all local authorities devise methods of obtaining and recording information of those missing and displaced from an incident, if possible in electronic form, and practise putting them into operation under a variety of different circumstances.</p> <p><b>Provide evidence of effective guidance, systems, training, exercising and assurance of Fire Survival guidance.</b></p>	<p><b>April 2025</b> Lead - DH</p>
<b>Strategic lead</b>	<b>AC Protection</b>

GC Operational Policy	
Area for Improvement	Operational Policy
HWFRS Action Proposed	
Target Date	
<p>113.75 - Recommendation that all local authorities make short-notice temporary accommodation arrangements, as are reasonably practicable, and in ways that meet their personal, religious and cultural requirements. Such arrangements should, as far as possible, involve social housing.</p> <p><b>EPRO to raise accommodation procedures with the LRF, update Response, and record evidence</b></p>	<p><b>April 2025</b> Lead - CG</p>
<p>113.77 – Recommendation that as part of their emergency planning local authorities make effective arrangements for continuing communication with those who need assistance using the most suitable technology and a range of languages appropriate to the area.</p> <p><b>EPRO to raise comms methods with the LRF, &amp; record evidence. Response &amp; Comms to be updated of any learning &amp; improvement</b></p>	<p><b>April 2025</b> Lead - CG</p>
<p>113.78a – Recommendation that as part of their emergency planning local authorities include arrangements for providing information to the public by whatever combination of modern methods of communication are likely to be most effective for the areas that they are responsible.</p> <p><b>EPRO to raise communication methods with the LRF, and record evidence. Cascade learning to Comms and Response</b></p>	<p><b>April 2025</b> Lead - CG</p>
<p>113.82 – Recommendation that further consideration be given to the recommendations made in the Phase 1 Report in the light of our findings in this report.</p> <p><b>Provide evidence of progress made against Phase 1 Report, and assess any impact of Phase 2 Report on work already completed.</b></p>	<p><b>April 2025</b> Lead - MP</p>
Strategic lead	<b>AC Protection</b>

GC Protection	
Area for Improvement	Protection
HWFRS Action Proposed	
<p>113.13b – Recommendation for guidance to be introduced to enable Fire Engineers to be able to calculate a high-rises evacuation strategy. Prior to this Fire Engineering expertise could be utilised to confirm ‘Stay Put’ Strategies are appropriate for all high-rise buildings.</p> <p><b>Protection to support Response i.e. Fire Engineering advice, as required</b></p>	<p><b>April 2025</b> Lead: DW</p>
<p>113.15 – Recommendation for a statutory fire safety strategy to be produced by a registered Fire Engineer, for building control applications for the construction or refurbishment of any higher-risk buildings. This must take into account the needs of vulnerable people, including the additional time they may require to leave the building.</p> <p><b>Provide evidence of consideration for evacuating vulnerable people from higher-risk properties e.g. high-rise &amp; complex buildings</b></p>	<p><b>April 2025</b> Lead: SA</p>
<p>113.25a – Recommendation that the profession of Fire Engineer be recognised &amp; protected by law and that an independent body be established to regulate the profession, define the standards required for membership, maintain a register of members &amp; regulate their conduct.</p> <p><b>Provide evidence of access to Fire Engineering expert</b></p>	<p><b>December 2024</b> Lead: DW</p>
Strategic lead	<b>AC Protection</b>

Head of Prevention	
Area for Improvement	Prevention
HWFRS Action Proposed	
113.15 – Recommendation for a statutory fire safety strategy to be produced by a registered Fire Engineer, for building control applications for the construction or refurbishment of any higher-risk buildings. This must take into account the needs of vulnerable people, including the additional time they may require to leave the building. <b>Provide evidence of consideration and support for vulnerable people in higher-risk properties e.g. high-rise &amp; complex buildings</b>	<b>December 2025</b> Lead: ER
113.69a – Recommendation that emergency preparation guidance be revised and simplified, emphasis on need for those leading the response to consider recovery; identifying vulnerable people; co-operation with voluntary, community and faith groups & consistency with the Equality Act <b>Provide evidence that vulnerable people can be identified &amp; passed onto Response, as required, &amp; how this adheres to the Equality Act</b>	<b>December 2025</b> Lead: ER
Strategic lead	<b>AC Prevention</b>

District Commanders	
Area for Improvement	Response
<b>HWFRS Action Proposed</b>	
113.13b – Recommendation for guidance to be introduced to enable Fire Engineers to be able to calculate a high-rises evacuation strategy. Prior to this Fire Engineering expertise could be utilised to confirm Stay Put Strategies are appropriate for all of our high-rise buildings. <b>Provide evidence to confirm evacuation strategies, update Intel &amp; inform local crews. Protection to support (FE advice), as required</b>	<b>April 2025</b> Lead - AF
113.15 – Recommendation for a statutory fire safety strategy to be produced by a registered Fire Engineer, for building control applications for the construction or refurbishment of any higher-risk buildings. This must take into account the needs of vulnerable people, including the additional time they may require to leave the building. <b>Provide evidence of consideration for evacuating vulnerable people from higher-risk properties e.g. high-rise &amp; complex buildings (Intel / training / exercising)</b>	<b>April 2025</b> Lead - AF
113.44 – Recommendation that every gas transporter be required by law to check the accessibility of each pipeline isolation valve on its system at least once every three years and to report the results of that inspection to the Health and Safety Executive as part of its gas safety case review. <b>Provide evidence that we have documented gas isolation in high-rise and complex building Intel and TIPs</b>	<b>February 2025</b> Lead - AF
113.51 – Recommendation to create a national College of Fire & Rescue to provide practical training, education (lectures & seminars), research into FRS work; development of equipment, policies and procedures; setting and maintaining national standards of managerial competence for senior managers, including control room managers, and including training and assessment of senior ranks. <b>Provide evidence of equipment, policies and procedures for dealing with fires in high-rise and complex buildings</b>	<b>April 2025</b> Lead - AF
113.57 Recommendation that asap HMICFRS inspect LFB to examine & report on its arrangements for collecting, storing and distributing 7(2)(d) information, in particular its arrangements for identifying high-risk residential buildings and collecting, storing & distributing this information. <b>Intel &amp; Response, provide evidence of collecting, storing &amp; distributing 7(2)(d) info, include identifying high-risk residential buildings</b>	<b>April 2025</b> Lead - AF
<b>Strategic lead</b>	<b>AC Response</b>

District Commanders	
Area for Improvement	Response
<b>HWFRS Action Proposed</b>	
	<b>Target Date / Lead</b>
<p>113.62 – Recommendation that basic training on the structure and operation of hydrants, including the different types of hydrants in use &amp; their functions, be given to all firefighters. Training should also be given on effective measures to increase water flow and pressure when necessary.</p> <p><b>Response to support training regarding hydrant function &amp; training packages</b></p>	<p><b>April 2025</b> Lead - AF</p>
<p>113.69a – Recommendation that emergency preparation guidance be revised and simplified, emphasis on need for those leading the response to consider recovery; identifying vulnerable people; co-operation with voluntary, community and faith groups and consistency with the Equality Act</p> <p><b>Provide evidence that vulnerable people information is received (Ops Policy to support) and considered in Response and Recovery</b></p>	<p><b>April 2025</b> Lead - AF</p>
<p>113.76b - Recommendation that local authority emergency planning gives detailed consideration to the availability of key workers and the role they are expected to play so that suitable contingency arrangements can be made to ensure, as far as possible, continuity of support.</p> <p><b>Provide evidence of Major Incident procedures, training &amp; Command Structure, including ability to escalate command</b></p>	<p><b>February 2025</b> Lead - AF</p>
<b>Strategic lead</b>	<b>AC Response</b>

Head of Operational Logistics	
Area for Improvement	Operational Logistics
HWFRS Action Proposed	
	Target Date / Lead
<p>113.59 – Recommendation that FRSs that use low power intrinsically safe radios as part of breathing apparatus consider reserving them only for situations in which there is a real risk of igniting flammable gases &amp; generally using radios of higher power, particularly in high-rise buildings.</p> <p><b>Provide evidence of radio procurement, including IS rationale &amp; availability i.e. rope teams, 468 and ICU's for specific risks</b></p>	<p><b>December 2025</b></p> <p>Lead: SD</p>
<p>113.6 – There is strong evidence that in general digital radios are more effective than analogue radios. Recommendation that all FRSs give consideration to providing all firefighters with digital radios.</p> <p><b>Provide evidence of procurement of digital radios, (also analogue radio procedures for over border use with non-digital services)</b></p>	<p><b>December 2025</b></p> <p>Lead: SD</p>
<p>113.62 – Recommendation that basic training on the structure and operation of hydrants, including the different types of hydrants in use &amp; their functions, be given to all firefighters. Training should also be given on effective measures to increase water flow &amp; pressure when necessary.</p> <p><b>Operational Logistics to support training regarding hydrant function and training packages</b></p>	<p><b>December 2025</b></p> <p>Lead: SD</p>
<p>113.63 - Recommendation that all Fire and Rescue Services establish and periodically review an agreed protocol with the statutory water undertakers in their areas to enable effective communication between them in relation to the supply of water for firefighting purposes.</p> <p><b>Provide evidence of effective communications with water companies, &amp; review of agreed protocol for supplying water for firefighting</b></p>	<p><b>December 2025</b></p> <p>Lead: TO</p>
Strategic lead	<b>AC Assets</b>

GC Operational Policy

**Area for Improvement**

Fire Control

**HWFRS Action Proposed**

**Target Date**

113.51 – Recommendation to create a national College of Fire & Rescue to provide practical training, education (lectures & seminars), research into FRS work; development of equipment, policies and procedures; setting and maintaining national standards of managerial competence for senior managers, including control room managers, and including training and assessment of senior ranks.

**December 2025**

**Provide evidence of management training and assessments for Fire Control Managers**

Lead - CM

113.55 – Recommendation that HMICFRS inspect the LFB asap to assess the integration of Fire Control into the organisation; effectiveness of training; effectiveness of the control room; the ability to handle a large number of concurrent requests from people impacted by emergencies; quality and effectiveness of the arrangements for communication between the control room and the incident commander.

**December 2025**

**Provide evidence for each of the above (a more detailed explanation is shown in the gap analysis)**

Lead - CM

**Strategic lead**

**AC Protection**

GC Protection	
<b>Area for Improvement</b>	Intel
<b>HWFRS Action Proposed</b>	
<b>Target Date</b>	
113.57 Recommendation that asap HMICFRS inspect LFB to examine & report on its arrangements for collecting, storing and distributing 7(2)(d) information, in particular its arrangements for identifying high-risk residential buildings and collecting, storing & distributing this information.	<b>April 2025</b> Lead - BL
<b>Intel &amp; Response, provide evidence of collecting, storing &amp; distributing 7(2)(d) info, include identifying high-risk residential buildings</b>	
<b>Strategic lead</b>	<b>AC Protection</b>