

Grenfell Assistance Centre

Standard Operating Procedure



Contents

DOCUMENT CONTROL	2
Activation and arrival	3
Operational Information	13
Additional Important Information	15
Appendix 1 – LOGGIST ADVICE AND LOG SHEETS	16
Appendix 2 – SPREADSHEETS ON SITE	18
Spread sheet 1: Registration Document	18
Spread Sheet 2: Financial Records	19
Appendix 3 - ASSISTANCE CENTRE SITUATION REPORT	20
Appendix 4 – INFORMATION FOR KEYWORKERS	22
Appendix 5 – CONTACT DETAILS FOR MAIN STAKEHOLDERS	23
Appendix 6 – GRENFELL ASSISTANCE CENTRE LEAD HANDOVER DOCUMENTS	24
Appendix 7 - GRENFELL ASSISTANCE CENTRE INCOMING LEAD HANDOVER REPORT	27
Appendix 8 - GRENFELL ASSISTANCE CENTRE IMAGES	29
Appendix 9 – ACRONYMS AND ABBREVIATIONS	34
Report Key Contact	35

DOCUMENT CONTROL

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<p>This means that to view this document an individual must have a 'need to know' - you should only see information that is related to your work.</p> <p>To destroy, use a shredder or place in a confidential waste sack that is collected by an approved waste collector to make it unlikely that anyone will be able to read the information.</p>	

Grenfell Assistance Centre Standard Operating Procedure

Activation and arrival

For all staff: Before you start your journey there

Plan your journey:

Location

Westway Sports Centre

1 Crowthorne Road, W10 6RP



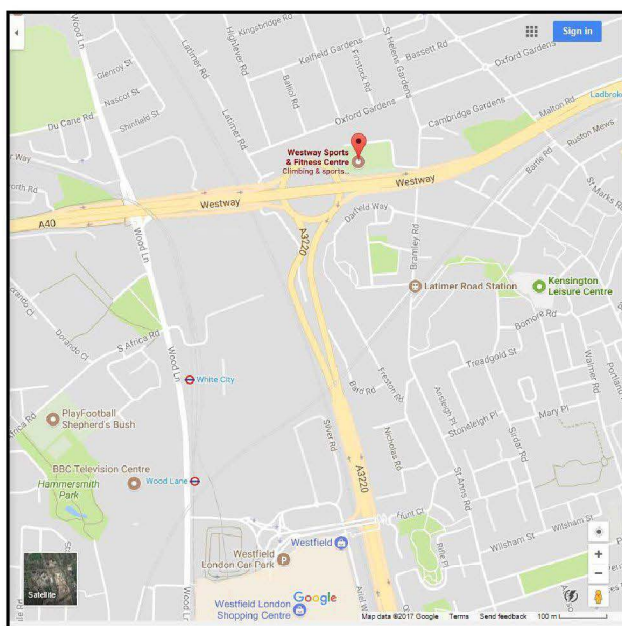
Transport Links

White City (Central Line)

There is parking available on site in the Underground carpark. If you are leaving late at night it is advisable to be accompanied by someone else to your vehicle. The car park is pay and display and accepts cards and cash. Alternatively, you may park at the rear of the Westway Centre using the access gate located at end of Oxford Gardens then into Walmer Road. Use the intercom on the barrier to identify yourself to gain entry.

The underground EuroPark car park is locked at 10.30pm.

Grenfell Assistance Centre Standard Operating Procedure



Please note: Circle and Hammersmith & City lines – due to ongoing investigations at the site of the building fire near Latimer Road, the Circle and Hammersmith & City lines are suspended between Wood Lane and Edge ware Road until further notice – TfL website.

What to bring:

- Council ID to ensure access to the Centre.
- Laptop/tablet as IT may not be on scene
- Please dress appropriately when attending the site due to the hot weather. You are likely to be on your feet for prolonged period so wear comfortable clothing and foot wear.
- Refreshments are available at the centre but it is advised to bring your own as at time the centre will get busy.
- There are no reheating facilities
- Please be aware that allowing for handover time, lead staff are unlikely to leave on time at the end of their shift.

On arrival:

Assistance Centre Leads/ Deputy Assistance Centre Leads (Morning Shift):

Ensure you have received a situation report and telephone briefing (if able) from previous days shift Assign key roles – loggist for each of the leads (3), administration, food management (2), meet and greet in the tennis court, main entrance (finger posting and stocking fridges) (3), caretaker role,

Assistance Centre Leads/ Deputy Assistance Centre Leads (Afternoon Shift):

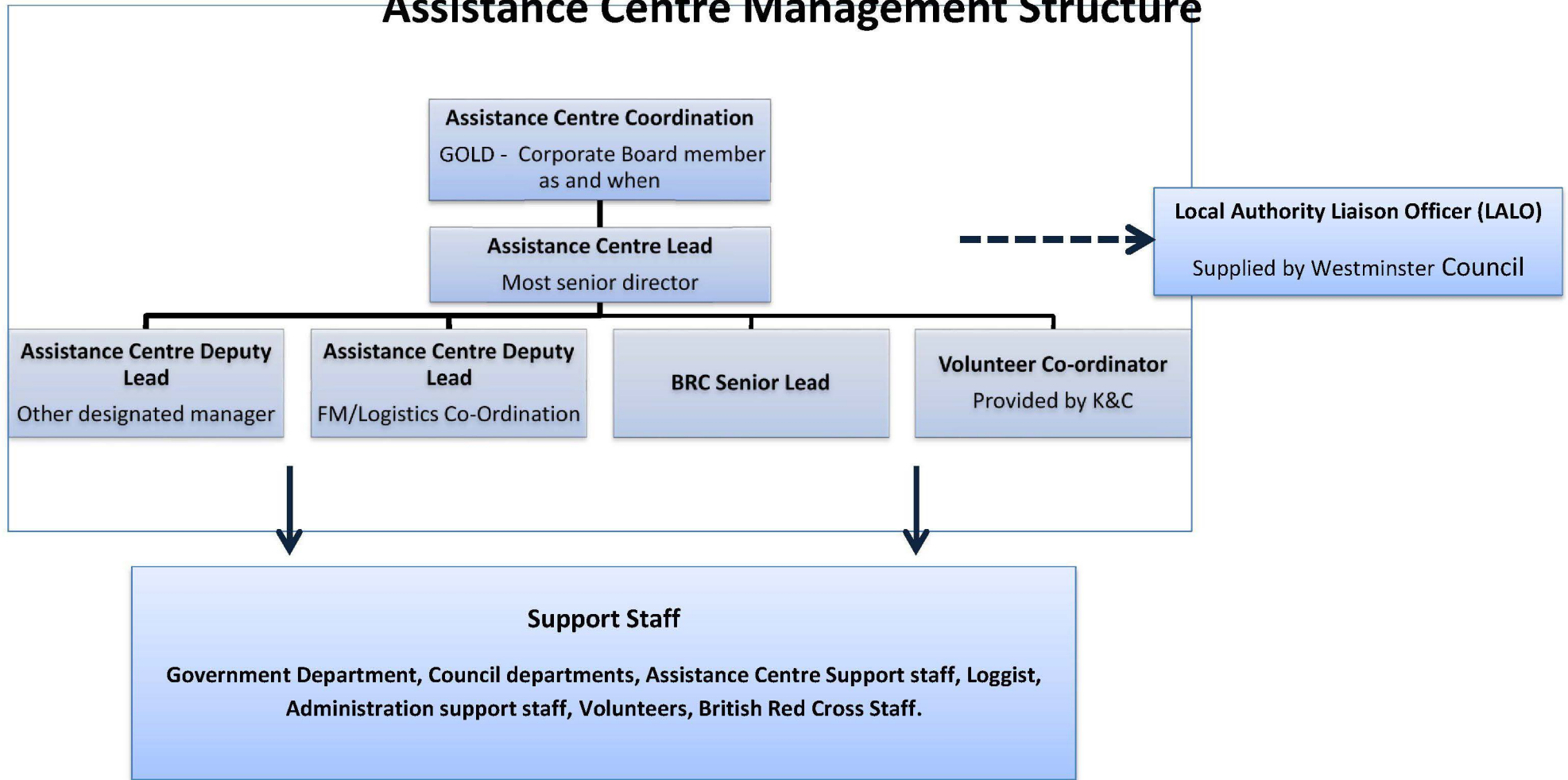
Report to your Leads from previous shift and make sure they give you a situation report, thorough handover, walk around and briefing. Outgoing record takers, loggists and other administration staff should handover individual responsibilities to

Grenfell Assistance Centre Standard Operating Procedure

those assigned roles by the leads.

Supporting Staff: Announce yourself on arrival and ask for the Assistance Centre Lead and you will be briefed.

Assistance Centre Management Structure



Roles and responsibilities

Grenfell Assistance Centre Strategic Lead

Assistance Centre Coordination

- The Chief Executive role will take the leadership and assurance role for the Grenfell Assistance Centre
- Gold meetings are being undertaken at 1000 and 1830 which you will need to ring into to provide the Grenfell Assistance Centre oversight
- This role is based away from the centre; although it is beneficial to visit the centre frequently to give staff, visitors and volunteers the strategic support they require

Grenfell Assistance Centre Leads Roles and Responsibilities (numbers as per structure document)

Assistance Centre Lead/ Deputy Assistance Centre Leads

- Ensure you receive a thorough briefing and handover from departing manager.
- Introduce yourself to all key stakeholders
- Manage volunteers and staff, assign tasks and roles (as below) to supporting staff members.
- Provide regular briefings to staff; allocate timings at the start
- Ensure a regular link into the BECC
- Ensure logging and financial accountability is maintained

To maintain communication with:

- Everyone Active (site management team)
- BECC
- Red Cross key contacts
- K&C staff on registration
- LALO (Local Authority Liaison Officer):
 - *This person is in charge of linking to the emergency services and maintaining an oversight of the response at scene and relaying this to Borough Emergency Control Centre (BECC)*
 - *They should make themselves known to the Grenfell Assistance Centre Lead*
 - *This role will be supported by a Duty Manager (provided by Westminster). This role will be coordinating the community liaison officers from Westminster, Red Cross and London Ambassadors. Briefing them when they arrive on site, introducing them to key contacts, and addressing any welfare issues. The Duty Manager will be doing on site visits to allow access to contractors regarding cleansing, gully cleansing, skips etc. This role may not be necessary as the centre develops.*

Grenfell Assistance Centre Support Staff Roles and Responsibilities (x10 local authority personnel)

Food management

- There will be provision of refreshments; tea, coffee and biscuits. This should be managed appropriately for visitors. There may be provision of food for staff; again this needs to be managed.
- To take oversight of stocks and ensure monitoring to avoid hoarding by individuals.

Donations and hall sorting

- Ensuring the donations area kept tidy and donations are sorted.
- New clothing donations should be located on rails (when arrive) in the tennis court with a changing room facility and a shop style set up.
- All other donated (second hand stock) is in the gymnasium/sleeping area. Recommend it is kept separate from the new clothes.

Arrival Reception

- Register incoming guests to the centre. This is operated by the British Red Cross but it would be helpful to have support staff visible here. Once a guest is verified as being a valid attendee, being:
 - 1. an affected resident, evacuee, family member or other with a direct association to the disaster
 - 2. Staff, including all approved service providers, Local Authority Officials, Emergency Services, VIPs and other authorised officials
 - 3. Volunteers and other voluntary sector representatives
- Each to be given a different colour band to indicate each attendee section.

Meet and Greet in Main Tennis Court

- Friendly welcome to people and explain what is available
- Direct to particular services as required
- Ask departing people for feedback (sheets available – being used to ensure all necessary services are present and meeting needs)
- Keep alert to issues

Volunteer Link

- This person would effectively network with the volunteers and voluntary groups and recognise all the great work that is being done and build effective links.
- The person would find out:
 - what volunteers are there,
 - who their leads are,
 - what they have planned

- what issues they have from the previous shift and ensure any open actions are picked up.

This person is the first point of contact and only when issues can't be resolved is it escalated to the Assistance Centre Lead.

- Help to facilitate the coordination and links with voluntary agencies within the centre to ensure the cascade of clear messaging and information from the BECC is maintained.
- This person should be able to link in with different volunteer group leaders to provide that point of contact to the management team.

Admin staff

- Loggist: To log decision/actions (see guidance in Appendix 1 and log sheets) Ideally a loggist would follow the Assistance Centre Lead and log all decisions)
- Data management (see spreadsheets at appendix 2) In addition. Inputting the registration information from British Red Cross.
- The provision of a situation report to the BECC at regular intervals for feeding into Gold meetings
- Finance: Ensure accurate records are kept around emergency money given to residents directly affected by the incident (also appendix 2)
-

Caretaker

- Get a good overview of the centre including goods entrance and routes around the site
- Manage all deliveries to site
- Liaise with K&C Town Hall if more stock required from town hall
- Ensure Basketball court remains tidy. Be aware of stock in outdoor basketball court which may need covering in the event of rain being forecast. Tarpaulins and ropes at entrance to basketball court.
- Co-ordinate lifting and portage around site
- Keep an eye on cleanliness around site and liaise with cleaner as required

Borough Emergency Control Centre (BECC) Roles and Responsibilities

- This will be in line with usual BECC procedures and roles.

Grenfell Assistance Centre Standard Operating Procedure

- It is advised there are dedicated links to the Grenfell Assistance Centre

<p>British Red Cross (BRC)</p>
<p>Control Centre: Based at a remote location. Has been at BRC national office (Moorgate) but can be any location away from the scene</p>
<p>Team leaders: There are two leadership levels in operation – Operational and Team Leader. Operational staff are based in Grenfell Assistance Centre. Team leaders are on the ground at the Grenfell Assistance Centre. Team leaders assigned for each role in the Grenfell Assistance Centre (either Local Engagement or Grenfell Assistance Centre)</p>
<p>Other volunteers: Response volunteers reporting to Grenfell Assistance Centre and being deployed for local engagement roles from this centre.</p>
<p>Shift patterns - Community Assistance Centre: Operational level at the centre is 09.00-23.00 approximately in two shifts with one manager per shift. No operational staff on scene overnight. Volunteer support is 24/7 within the centre with approximately 30 volunteers per day and 4 per night (from 23.00). Any issues arising overnight are passed to on call Duty Manager via telephone. First aid provision is during the day 10.00-23.00 in two shifts with two teams of two. Local engagement support is ad hoc during the day with an AM shift and a PM shift</p>
<p>BRC out-of-office contact arrangements: Out of hours contact is via Duty Manager numbers: London Area response Duty Manager dealing with all incidents arising with support from national office on-call teams</p>
<p>How we interact on the day-to-day running : Initial contact with people attending the Grenfell Assistance Centre is at the front desk outside the centre. This is managed by BRC personnel who are registering and signposting. BRC are then escorting new attendees to the relevant agency depending on need (DWP, CAB, etc.) All matters arising within the centre are referred to the Bronze lead on site, out of hours escalated through on-call Duty Manager. Bronze reporting back to Silver BRC.</p>
<p>BRC role in the coordination of others: Support within the centre managing the needs of people attending is as follows: Bronze linked in with rest centre lead to facilitate the requirements within the centre (furniture, supplies, etc.)</p>
<p>Complementary role in outreach work: We are sending BRC volunteers out in to the community alongside 'Local Engagement' volunteers. These teams are providing leaflets with support line information and signposting any specific needs to either the Grenfell Assistance Centre or other locations (e.g., post office for cash</p>

grants).

Complementary link between our support line, the Grenfell Assistance Centre and the Friends and Family Assistance Centre: The support line is directing people who need specific assistance to the Grenfell Assistance Centre (financial support, CAB advice, food/supplies), or in to the system. The Grenfell Assistance Centre is signposting people who need emotional support to the support line, as an addition to support offered on the ground and as a 24hr support function that can be accessed anytime from anywhere

Operational Information

Services available at centre

British Red Cross
NHS General Practice
Mental Health Care
Social Care – Adult and Children
Foreign and Commonwealth Office
Cruse
Department for Transport, DVLA
Department for Business, Industrial Strategy
Housing Solutions
Financial Assistance
DWP
TMO
Shelter
CAB
Home Office
HMRC
Legal Advice
Victim Support

This list will obviously change as the needs and demands of the community change

Shift Patterns

- Shifts are 0800-1600 and 1600-0000
- The centre is operational 0900-2200 hours for the provision of services

Refreshments

Tea, coffee and biscuits will be provided.

The local authority are providing lunch for residents

Staff Area

There is a staff area which is clearly identified. Logging of registration forms will be undertaken by BRC here. DCLG are also based here and the Assistance Centre Lead should ensure they are continually briefed.

Ensure this area is always manned; there is sensitive information inside.

Visibility

All staff should wear the Grenfell Fire Response Team hi vis jackets to be clearly identifiable. This will also help to create continuity for visitors

Staff Briefings

Should be held regularly by the Assistance Centre Lead to Local Authority staff (Deputy Leads can be utilities to cascade this information-to ensure a presence of staff remains in the centre. All other key stakeholders should attend to ensure information is cascaded amongst their own staff and external bodies. The Assistance Centre Lead should state timings for these briefings upon arrival.

Police Presence

There is police presence at the centre 24/7

Situation Reports

Situation Reports are should be sent twice daily to the BECC (0930 and 1800). The situation report is at appendix 3

Additional Important Information

Friends and Family Assistance Centre

The Friends and Family Assistance Centre has been set up to support bereaved family and friends of the persons lost in the Grenfell Tower.

It is a multi-agency response - based outside of the local area - offering support with bereavement and further support or signposting with benefits, finance needs and housing.

Referrals can be made via their family liaison officer (FLO)

Transport to and from the centre will be arranged by the FLOs.

Attendees to the Community Assistance Centre should not be referred to show at the Friends and Family Assistance Centre; this needs to be by appointment only.

Staff welfare

It is suggested there continues to be a separate area for staff to rest and relax. The health and wellbeing of staff should always be a priority. Staff have volunteered at the centre, providing practical support and advice to residents directly affected by the incident and may have found the situation physically and emotionally difficult.

Staff affected should be reminded they can speak to their own manager or seek advice and support from any internal counselling services. This will be as per any internal arrangements.

Staff empathy

Visitors to the centre has been through a deeply traumatic experience. Staff should be reminded to be empathetic at all times which ever role is being fulfilled.

Media

Ensure that you are **not** speaking to media, and any media request are directed to the on-scene communications officers, or the BECC

No media are permitted within the centre unless accompanied by Comms team.

Situation Reports

Situation Reports are should be sent twice daily (0930 and 1800). The situation report is at appendix 3

Appendix 1 – LOGGIST ADVICE AND LOG SHEETS

The Loggist function ensures all actions; requests and information going in and out of the BECC are recorded.

The purpose of the role is to record all decisions taken, not taken or deferred within the group charged with directing the incident response on behalf of the company, along with the rationale in each case.

It is important to ensure that no personal comments are included in the document, as these could be used in an inquiry later on.

It is also important to understand that the log and all associated paper work becomes legal documentation and could be used at a later date in a public inquiry or other legal proceedings.

Any major decisions and actions and why those decisions were taken **MUST BE LOGGED**

Key points to follow whilst logging

- Be CIA (Clear Intelligible Accurate);
- be written in black ink/ballpoint pen;
- be in chronological order, with the time and date of each entry recorded (using the 24-hour clock);
- have entries numbered consistently and methodically;
- record facts, not assumptions/personal comments/opinions

Grenfell Assistance Centre Standard Operating Procedure

Name:		Location:	Date:
Log No.	Time (24 hrs)	To / From	Action / Request / Decision Taken

Appendix 2 – SPREADSHEETS ON SITE

Spread sheet 1: Registration Document

Registration sheet for those allowed access to centre in absence of British Red Cross

No.	Date	Time	Name	Address	No. in Household (requiring assistance)	Specialist Assistance Required?	Reason for Being at Centre
1							
2							
3							

Spread Sheet 2: Financial Records

Record of monies provided by Centre Lead to any individual for miscellaneous purchases (i.e. taxi, reimbursement)

Name	Address	Date	Time	Amount	Reason	Previous Payment Provided?	Name of Officer	Signature of Recipient

Grenfell Assistance Centre Standard Operating Procedure

IMPACT ASSESSMENT ON SERVICE DELIVERY		
RED	Incident having significant impact on this service	
AMBER	Incident having moderate impact on services but managing within current resources	
GREEN	Limited or no impact	
UNKNOWN	Unknown at this time	
SERVICE AREA	RAG	COMMENTS
For example: British Red Cross		<i>(To note the agency may wish to provide this update. This is beneficial in order to provide one overall comprehensive situation report. Please speak to a representative to advise)</i>
OTHER PERTINENT INFORMATION / ISSUES TO RAISE TO GOLD		
<i>For Example: Requests to be raised to the Control Room / Strategic Lead</i>		
COMPLETED BY:		
AUTHORISED BY:		

Appendix 4 – INFORMATION FOR KEYWORKERS

This is to be given to all staff on site

- HM Government Pack for Key Workers should be distributed to all staff on site
- Humanitarian Assistance Guidance Pack - The aim is to update this and circulate this at the end of each day - the first two pages will provide the current situation, and the directory will be built as a single resource that will eventually enable staff to answer the majority of routine Humanitarian Assistance queries.

The BECC should continually circulate the latest version to Assistance Centre Leads for them to distribute to staff on site

These should be printed and available in the staff area

Appendix 5 – CONTACT DETAILS FOR MAIN STAKEHOLDERS

BECC: [REDACTED]

Family and Friends Assistance Centre Strategic Lead: Gail Tolley, Strategic Director for Children and Young People, Brent Council.

Everyone Active: Duty Manager – [REDACTED]

Operations / Switch Board – [REDACTED]

BRC - [REDACTED]

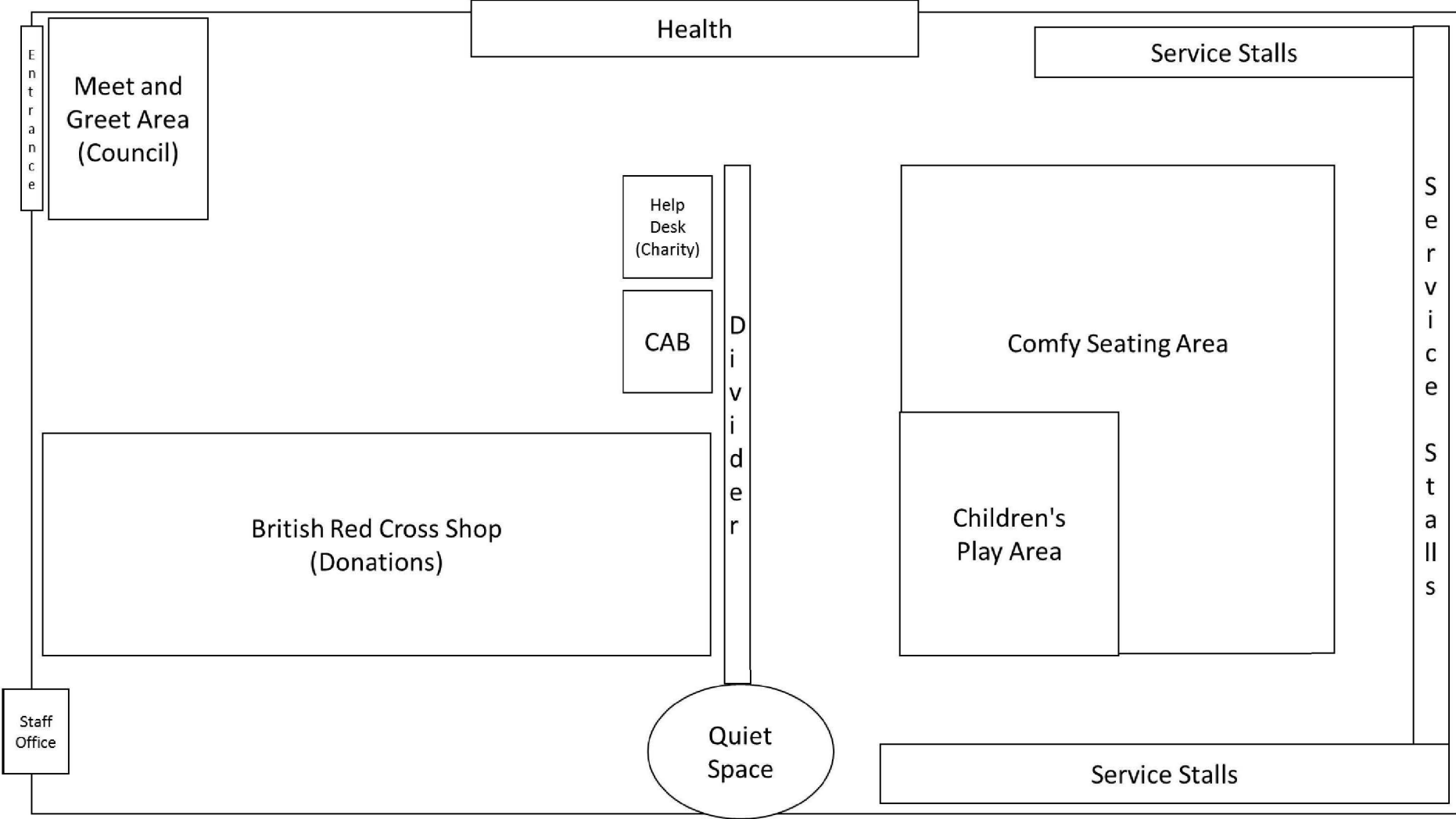
Appendix 6 – GRENFELL ASSISTANCE CENTRE LEAD HANDOVER DOCUMENTS

Outgoing Lead key actions		
1	<ul style="list-style-type: none"> • Before the end of the shift ensure the Situation Report is completed and circulated to relief managers, prior to shift change and the BECC • Email SitReps for update every 4 hours i.e. 11:30 and 15:30, 19:30 and 23:30 (two is the ideal per shift) • Ensure the incoming manager set up alarmed reminders (on their mobile), for key meetings • Outgoing manager to advise the incoming manager on outstanding (undelivered actions) that need to be monitored and delivered during their shift • Outgoing manager to communicate handover meeting time/venue to all key stakeholders for a prompt start • Incoming manager to hold first key staff/key volunteers/key organisations at 09:30 (should be fully updated) • Regular meetings to be set every 2 hours with staff/key volunteers/key organisations at, first one should be approx., 09:30 (everyone should be fully updated) • Management/decisions through the Centre Manager, who in overall command • Assign roles and responsibilities with the incoming manager BEFORE you leave the site • Ensure all incoming managers have a radio so that they are contactable throughout the shift • All staff to wear ID/tabard and wristbands 	
2	<p>Key volunteer lead and other agencies/organisations/suppliers:</p> <ul style="list-style-type: none"> • Ensure names and contact details of community volunteers and other organisational leads supporting the centre are properly registered on arrive • Names of all LA staff, including those from other boroughs are properly registered on arrive • All staff and stakeholders must wear the appropriate colour wristband and tabard • Clear list of all Government departments and local authority services on site • Introductions to all key LA and non-LA staff • Any FM/ contractor issue to be raised via the centre manager to BECC • Ensure a list of suppliers delivering every day/when/what 	

Grenfell Assistance Centre Standard Operating Procedure

3	<p>List outstanding issues / action</p> <ul style="list-style-type: none"> • Advise of any FM Issues which need addressing on your shift • Address personnel issues/concerns immediately and appropriately • Brief all incoming staff of the need to be aware of their wellbeing • Ensure all staff have a break and eat/drink • Ensure you work with the key leads and meet the welfare needs of everyone in the centre • Donations – ensure there is an adequate stock of supplies for collection by those affect, ready for shift change 	
4	Assign Roles and Responsibilities	
<i>Please use the boxes below to add any other key actions</i>		
5		
6		
7		
8		

Grenfell Assistance Centre Standard Operating Procedure



Grenfell Assistance Centre: Floor Plan

Appendix 7 - GRENFELL ASSISTANCE CENTRE INCOMING LEAD HANDOVER REPORT

Incoming Lead key actions	
1	<p>Note the pre checklist:</p> <ul style="list-style-type: none"> - Before shift start prepare for a handover - Outgoing manager (via BECC), to send SitRep to the incoming manager for reference of key issues and actions - Review handover checklist for actions (including tour of the building and introduction to key people in building e.g. community leader) - Outgoing manager to advise the incoming manager of all outstanding (undelivered actions) that need to be monitored and delivered during their shift. - Staff on shift to have complementary skills to support the centre management and may need to be changed depending on the day ahead i.e., may need operationally skilled staff over support staff - Assign roles and responsibilities with the incoming manager BEFORE you leave the site - Update on data requirements, what, when and to whom? - Ensure the incoming manager set up alarmed reminders (on their mobile), for key meetings. Ensure the incoming manager knows where these are being held. - Outgoing manager to capture key concerns of the centre (via the organisation heads and lead volunteers to feed in to the SitRep and inform the incoming manager - Continuity and communication is KEY. Ensure the incoming manager is fully aware of the key tasks/asks and deliverables before leaving the site. - Ensure awareness of the need to be sensitive of the emotions which may be running high - Ensure update of any visitors or key support workers who may be showing signs of stress. They may need to be referred for support - Ensure you are fully updated on any security concerns including possible marches which may impact the safety of all at the centre.

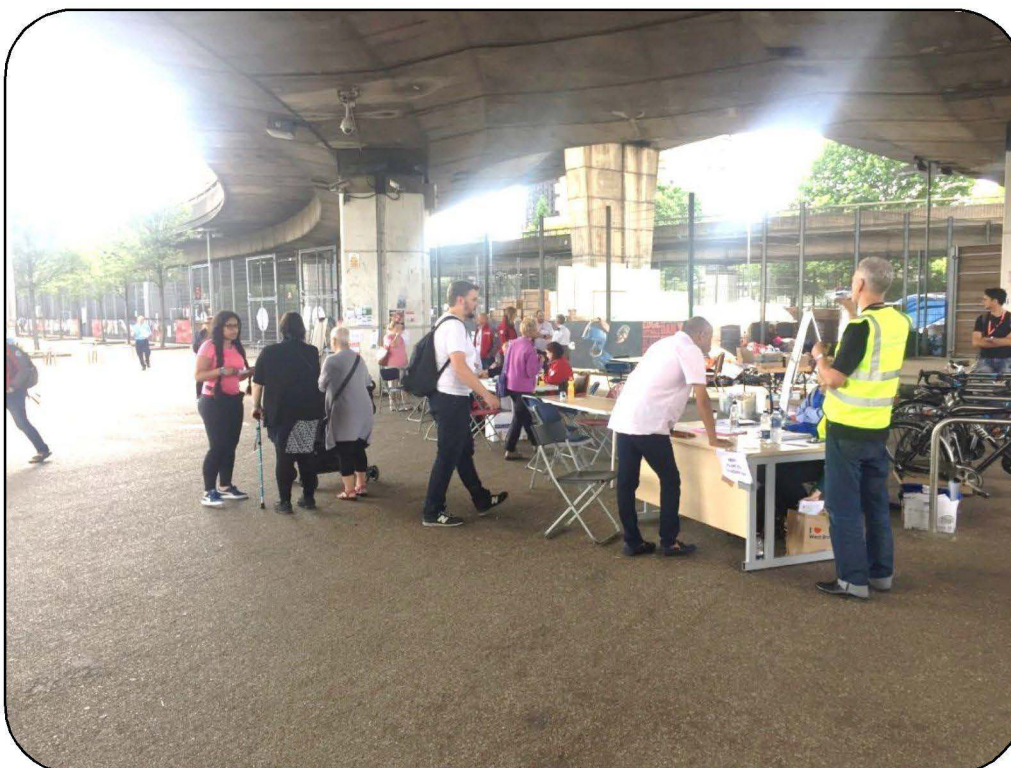
Grenfell Assistance Centre Standard Operating Procedure

2	Undertake a walk round of the centre (with previous manager) <i>if applicable</i>	
3	Identify main stakeholders, i.e. community leaders names and contact details	
4	Introduce with other council / volunteer services who are available and operating within the centre including <ul style="list-style-type: none"> • BRC Volunteer Coordinator • Key Leads from the Voluntary Community 	
5	Prepare to brief support staff – <i>Using previous shift situation report</i>	
6	Assign support staff roles	
7	Contact BECC once hand over complete.	
<i>Please use the boxes below to add any other key actions</i>		
8		
9		
10		
11		
12		
13		

Appendix 8 - GRENFELL ASSISTANCE CENTRE IMAGES



View to Centre, Red Cross and Royal Borough of Kensington and Chelsea Reception Points

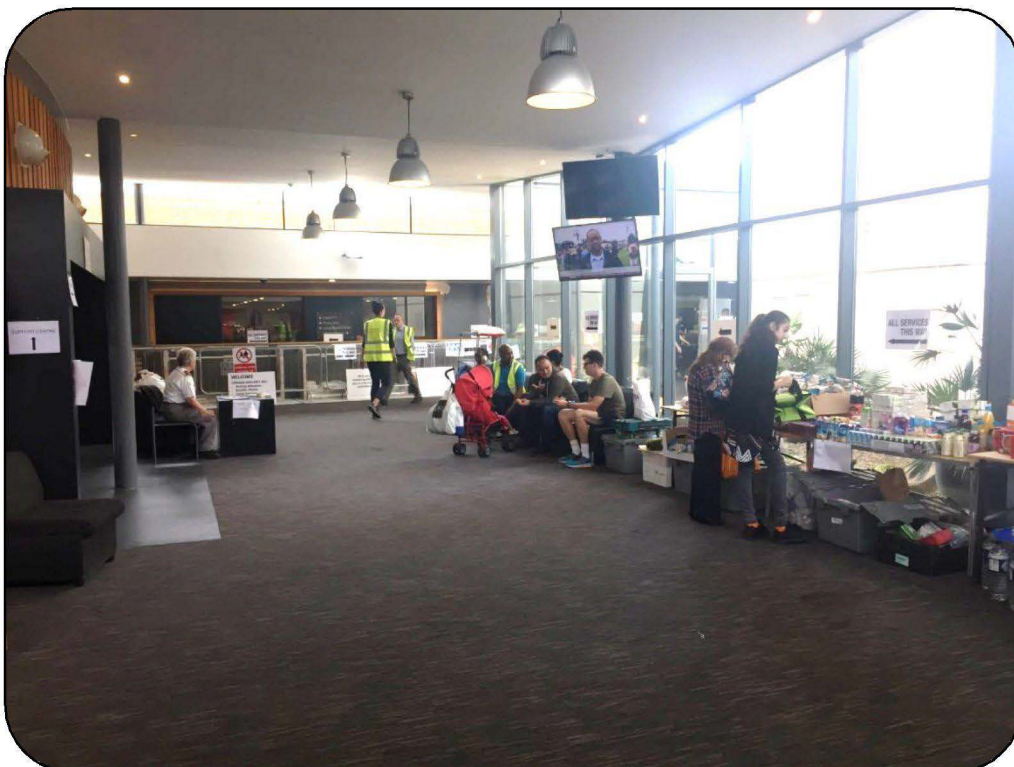


View from entrance doors towards Royal Borough of Kensington and Chelsea and Red Cross Reception

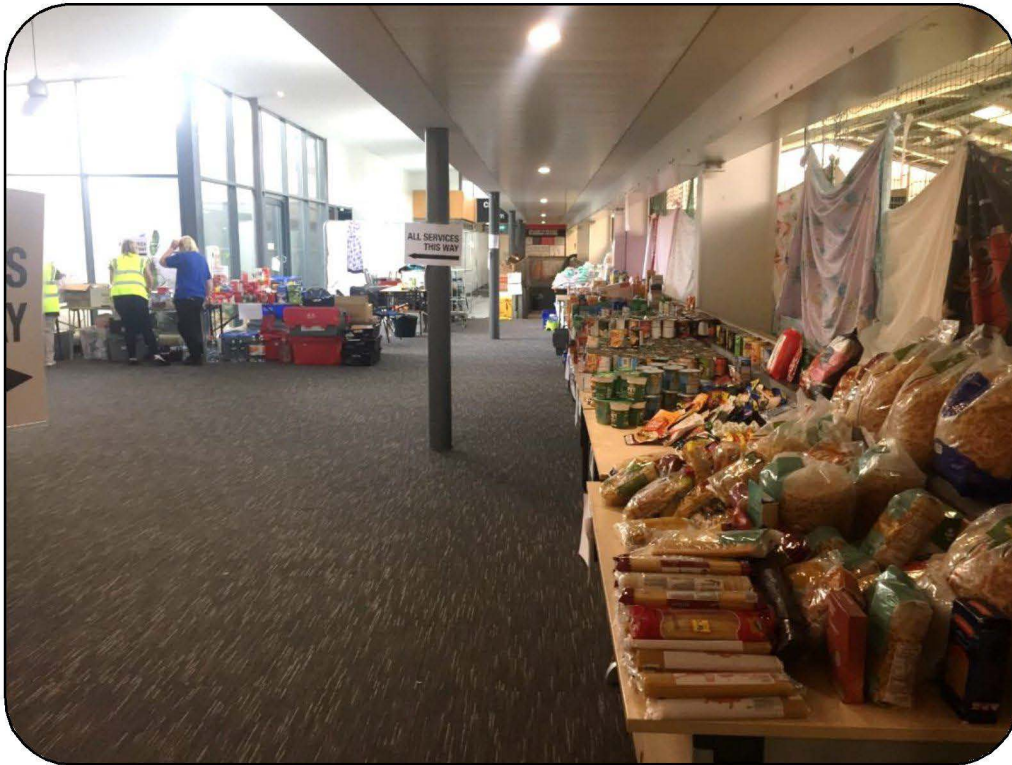
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Centre Entrance Floor



Centre foyer and donated food distribution



Food distribution point

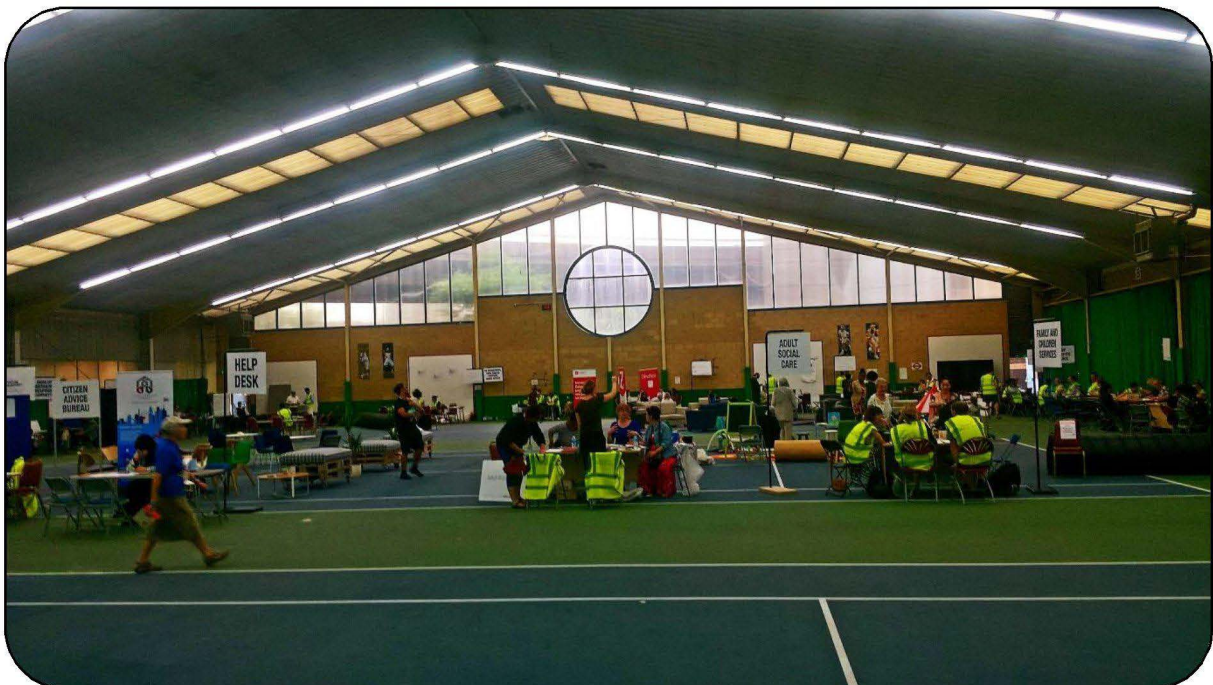


Staff office, comms and administration

Grenfell Assistance Centre Standard Operating Procedure



Tennis Courts / Main Hall – entrance point



Tennis Court / Main Hall – view of all services before screen dividers were installed



Tennis Court / Main Hall – Clothing collection (prior to rails arriving)

Appendix 9 – ACRONYMS AND ABBREVIATIONS

BECC	Borough Emergency Control Centre
BRONZE	Operational Command and Control Level
FFRC	Friends and Family Reception Centre
CAC	Community Assistance Centre
HALO	Humanitarian Assistance Lead Officer
LALO	Local Authority Liaison Officer
GOLD	Strategic Command and Control Level

Report Key Contact

For information around the coordination and operation of the Grenfell assistance centre please contact Ealing Council Emergency Management Team

emergencymanagement@ealing.go.uk