

Grenfell Tower Internal Debrief

Debriefs of LLACC and LRG staff took place on the 20th and 31st of July. LLACC volunteers were debriefed on the 16th and 17th of August. A manager debrief was held on the 16th of August.

For volunteers and majority of staff the debrief focussed on the LLACC operations. The wider response elements were dealt with by managers. The debrief was divided into the following phases

1. Phase 1 – Initial activation and response – this focused on the dates 14th to 18th of June. During this time our response was focused on the interaction with the boroughs and the partnership. Staff were deployed at three locations. SOR, US/Merton and Portland House.
2. Phase 2 – Moving of operations to the Portland House. Themes included the coordination of mutual aid and support to the regional groups.
3. Phase 3 – The close down move back to normality. For the LLACC this concluded on the 2nd of July.

Findings:

1. Overall it was felt that the response had been well run and we did all we could do given the circumstances. People were really positive about their experiences and about how they felt. Staff were proud of how we responded and the roles they played in difficult circumstances.

Recommendations

LLACC /LRG Operations		
Recommendation	Evidence	Work Programme
1. LLAG sitrep templates to be reviewed.	During the response LLAG sitrep templates were not used. Forms that were used, were produced to meet the needs of the response. The LLACC did not compile a sitrep. As such a review of the usefulness of these documents should be conducted in order to produce templates that are better suited to single borough emergencies.	<ol style="list-style-type: none"> 1. Proposal to review LLAG sitrep templates to be put to LAP – IG 2. Group to be convened to put produce new sitrep templates and to embed these in boroughs and the LLACC.
3. Mutual aid protocol to be reviewed.	A great deal of the response focused on coordination of mutual aid. Again forms and processes were not used as described in the operating procedures.	<ol style="list-style-type: none"> 1. Proposal to review LLAG mutual aid templates to be put to LAP – IG 2. Group to be convened to produce new mutual aid templates and to embed these in boroughs and the LLACC.
3. Information sharing process to be reinforced with boroughs.	During the response to both Camden and Grenfell it was difficult to get information from affected boroughs. This was undoubtedly due to the fact that boroughs were busy responding to the incident. However this created issues further down the line when boroughs required support from the LLACC, this lead to an	<ol style="list-style-type: none"> 1. Boroughs to include the LLACC in their information cascade.

	uncomfortable period where the LLACC needed to gain information in order to support boroughs. Boroughs should be encouraged to include the LLACC in their cascade of information to internal stakeholders.	
4. LLACC operating procedure to include process for relocating the LLACC function. This process should take into account the equipment needed to ensure continued operations.	During the response the LLACC was relocated to Portland House. It was felt that this made operations more difficult due to limitations on equipment. As such it was felt that if the LLACC was to be moved more regularly, a process should be developed which would include the identification of equipment needed to ensure this could be achieved easily.	<ol style="list-style-type: none"> 1. A process for relocating the LLACC should be developed 2. Equipment to be acquired to support a mobile LLACC.

STAFFING

Recommendation	Evidence	Work Programme
1. LRG on-call rota to be reviewed to ensure that staffing levels can be maintained in a high intensity event.	Staffing for the protracted incident proved to be difficult. The current on-call rota is tested and works well for shorter less intensive events. However maintaining staffing for protracted high intensity incidents is more difficult. This is for a number of reasons including personal commitments and leave. This put undue pressure on the on-call teams and on staff who were available and willing to cover shifts in the LLACC.	<ol style="list-style-type: none"> 1. Models of LRG on call rotas should be produced.
2. Template incident rota to be developed.	The rota was an area that cause a great deal of stress for staff as this was changed multiple times during the response and created unnecessary work for those who were tasked with producing it. A template incident rota was produced and it was thought that this would be developed further so that it could be utilised in future incidents.	<ol style="list-style-type: none"> 1. Template rota to be developed and embedded in the LRG response function.
3. Staff terms and conditions to be developed.	Staff were asked to work long hours in stressful environment. Staff felt there is a need to identify the reinforce their terms and conditions to ensure that they are compensated for the hours of work.	<ol style="list-style-type: none"> 1. Staff terms and conditions to be produced.
4. External support from partner agencies to be developed.	The number of partners providing staffing to augment the LLACC was impressive. However this was a constraint on LLACC operations as these staff did not have any training. This limited the role they	<ol style="list-style-type: none"> 1. Staff from partner organisations who can support the LLACC to be pre identified 2. Training to develop staff to be delivered.

	could perform, which meant they were under utilised.	
5. Testing regime to be implemented and enforced.	<p>There is a need to implement a rigid testing regime for equipment. It was felt that some of the LLAG kit was faulty resulting in the use of personal computers and laptops borrowed from Westminster and LFB IT. Due to the movement of staff from various locations IT proved to be a major constraint on LLACC operations from Portland House.</p> <p>Update – Staff have received new laptops. There is still a need to develop a printing function.</p>	<ol style="list-style-type: none"> 1. Testing regime of LLACC and LRG equipment to be introduced. 2. Monitoring regime to be introduced.

TRAINING

Recommendation	Evidence	Work Programme
1. Staff training regime to be produced. All staff to ensure they attend training to ensure they are aware of the current operational procedures.	<p>The team is comprised of various levels of expertise and experience, however newer staff members were able to learn roles really quickly and adapted to the challenges that were presented. There is an urgent need to conduct training for all staff, as it became apparent that many of the complaints people had was because they were not following the procedures laid out in the manuals. E.g. lack of briefings.</p>	<ol style="list-style-type: none"> 1. LLACC and LRG training programme to be created.
2. Staff training to include module on support to the partnership.	<p>LRG staff supported the activation of multiple plans and provided secretariat function to these entities. It was felt that there needs to be better understanding of what role in support is provided by LRG in response to these plans and a training programme created so that staff are better equipped to respond to future incidents.</p>	<ol style="list-style-type: none"> 1. LRG partnership support module to be included in future training programme.
3. Training to include element on managing large scale incidents.	<p>Information overload, the number of emails was excessive and meant that people were never really able to get on top of the response in the first few days. The use of multiple LLACC accounts should have been implemented at an earlier stage. It was felt that as the LLACC function is scalable, processes to respond to largescale incidents should be exercised from activation to maintaining operations.</p>	<ol style="list-style-type: none"> 1. Training programme to include a module on managing large scale incidents