

LONDON RESILIENCE PARTNERSHIP

STRUCTURED DEBRIEF REPORT: SITE CLEARANCE

Site Clearance Capability: A guide for effective local planning, response and recovery, March 2016

London Structural Collapse Response and Recovery Framework, Version 2.0: August 2015

Incident:	Grenfell Tower Fire
Date of Incident:	14 June 2017
Date of Debrief:	19 July 2018
Debrief Location:	Prospero House, 241 Borough High Street, London, SE1 1GA
Debrief Team:	Facilitator: Craig Cameron Digital Scribe Veronica Nelson

Debrief Participants:	No	Name	Incident Role	Organisation	
	1	Brian Slater		MPS	
	2	Carolyn Barnes		Environment Agency	
	3	Marc Rainey		London Ambulance	

	4	Tim Scott		London Underground	
	5	Matt Hogan		London Resilience	
	6	Martin Tucker		MPS	
	7	Lesley Shields		RBKC	
	8	Steve Jones		MPS	
	9	TBC		TBC	
	10	Annette Hill		HSE	
	11	Jim King		RBKC	
	12	Terry Linett		Wates	
	13	Janice Lo		PHE	
	14	Nick Austin		RBKC	
	15	Desmond Zephyr		RBKC	
	16	Ben Denis		LFB	
	17	Martin Freeman		LFB	
	18	Bob Montague		LFB	

	<p>Debrief Notes:</p> <ul style="list-style-type: none"> ➤ Participants were informed of the ethics of the debrief process ➤ For purposes of cross-referencing comments, participants have been allocated a number ➤ The structured debrief will allow each participant the opportunity to reflect on their respective organisation's involvement at strategic level in the incident. The key issues around what went well, aspects for improvement, and recommendations will be discussed based on the protocol section headings.
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Item 1: Activation / Notification		
Aspects that went well	Comment from	Supported by
Strategic Coordination of multi-agency response – organisational protocols for response in place and activated. London Resilience response follows on from organisational response. However, this is not recognised in the Strategic Protocol. Notification has already taken place.	6	8,10,11,12,1,3,13,16, 17,18
4pm Friday was earliest opportunity to survey building for movement; monitoring continued. External survey conducted. Internal survey also conducted with appointment from structural engineers and consultation with HSE.	12, 11	6,8,1,3,4,5,9,10,11,12, 13,15,17, 18
Wider initial consultation with partners (e.g. Military) enabled learning and awareness	17	3,4,5,6,7,8,9,10, 11,12,15,16,17,18, 2
Aspects for improvement	Comment from	Supported by
Plan needs to identify risk of collapse/not collapsing. Assessment of the building and structural monitoring to be considered. Strategy for a building that is at significant risk of collapse to be developed	5, 10 6	 ALL
Wider consequence of risk of collapse to be considered by strategic leaders (transport, utilities, residential, environmental, commercial issues) Consider impact on wider stakeholders and warning/informing for risk assessment purposes.	10, 11	ALL

Unclear how communication of potential for collapse was implemented (communication strategy)	15	ALL	
Attendance for this group to be agreed at SCG. Awareness of this framework and function to be included and reinforced in strategic level training	5, 3, 8	ALL	
Greater awareness among multiagency partners of London Resilience to be strengthened	6	ALL	
Consideration of potential legal implications	14	ALL	
No.	Recommendations	Comment from	Supported by
1	Need to ensure an interim survey to determine stability of the (non-collapsed) building as early as possible.	10	ALL
2	Need a communication process that is not just inclusive to multi-agency but also includes the public	15	ALL
3	HSE need to be involved as early as possible – safety of workers, structural issues. Office of Road & Rail needs to be involved (or Highways) if potential for impact on infrastructure. Consider wider impact on other organisations/areas.	10	ALL
4	Checklist of key people to be involved would be helpful in the strategic document	5	ALL
5	This document needs to reflect potential for collapse and its wider implications	11	ALL
6	Better publicity on London Resilience; membership and email contact addresses to be clarified/shared. Some confusion exists around use of London Fire Brigade email addresses	6	ALL
7	Consideration of legal proceedings should be mentioned in strategic protocol	6	ALL

Item 2: Response

Aspects that went well	Comment from	Supported by
Regular meetings. Early recognition of expertise and specific requirements. Good interaction and communication between stakeholders working on site (site clearance activities). Identification of priorities.	10	ALL
Regular site stability meetings co chaired by HSE and Building Control	10, 11	ALL
Third Sector support to response – provision of welfare to responders	11	ALL

Aspects for improvement		Comment from	Supported by
Responsibility for decontamination of site and debris external to the site needs to be clarified in the framework. Resources to support this also need to be identified. Decontamination here refers to site, not people. But need to consider people involved in site clearance and potential need for human decontamination as well as environment		3 5 17	ALL
Access to site – need to consider impact of cordons and impact on wider community over the time required for site clearance		18	ALL
Plan needs to better identify phases of (Page 10, para 3.1) response, investigation and recovery to facilitate separate and overlapping activities.		4	ALL
Impact of response activities on community needs better consideration		8	ALL
Greater awareness of roles and responsibilities of responding organisations to be strengthened and communicated including remit/mandate for their activities to avoid confusion		12 15	ALL
Lack of robustness in hierarchy and oversight of partners (reporting lines)		11	1,2,3,4,7,8,9,10,11,12, 13,17,18
Importance of robust record keeping, financial and accounting, governance, etc		7	ALL
No.	Recommendations	Comment from	Supported by
8	Consider Site Stability Meeting to be set up to consider specific site issues. This could be an Appendix to the Framework.	10, 3	ALL
9	More opportunities for awareness training for interested parties on USAR, including wider community of integrated response involved in Recovery	17, 6	ALL
10	More strategic level commitment for attendance at tabletop exercises required to support awareness training for those involved in response (all levels, not just EPs). This would give better understanding of roles and requirements. More tabletop exercises that focus on recovery	6	ALL
11	Decontamination requirement for people, environment, on-site and off-site needs clarification in the Framework	8	ALL
12	Strategy for managing wider impact of response activities on community and integrating with responders	18	ALL

Item 3: Investigation

Aspects that went well		Comment from	Supported by
Good collaboration and integration with other Grenfell activities supported by good identification of priorities		12, 6	ALL
Good willingness to engage and to be flexible; good team working		11, 6	ALL
Early establishment of project plan which was communicated and updated supported activities		6	ALL
Aspects for improvement		Comment from	Supported by
Strategic management of all organisations liaising with DVI to facilitate activities		12	ALL
Coronial system and impact on activities; plan does not sufficiently reference and clarify coroner's role and responsibility (Reference to Mass Fatalities Plan required)		6,, 4	ALL
Plan needs to better clarify the role and responsibilities of DVI		5	ALL
Considerations of investigative status of stakeholders		6	ALL
Better briefings/handovers to new teams/stakeholders to avoid delays		11	ALL
Cordon and access control to be established and maintained as early as possible		5	ALL
Removal and security of personal items from within the cordon needs further consideration, including storage and communicating with owners. Non-evidential property recovery. Local Authority to have pre-agreed arrangements in place.		1, 14	ALL
No.	Recommendations	Comment from	Supported by
13	Consideration to be made early on whether site is a potential crime scene and whether police cordon needs to be established and access controlled (including escorted visits).	6	ALL
14	Consider management of and preparation for access to site (including by VIPs, families, etc)	10	ALL
15	Consideration of multi-borough property management procurement solution(s) for non-evidential items	5	ALL

Item 4: Recovery

Aspects that went well		Comment from	Supported by
Good team working and good leadership. Consistency and commitment to same people		14, 5	ALL
All teams involved achieved their key activities to date		11	ALL
Aspects for improvement		Comment from	Supported by
Sensitive issue around dealing with personal memorials (short/medium/long term)		14	ALL
Community engagement work – better informing on progress of work		13	ALL
Handover of primacy for recovery and implications for resources, stakeholders, etc.		11	ALL
Complex site with complex issues need to be considered. Guidance on issues around structural collapse and site demolition and clearance need to be developed. HSE legislation needs to be a prime consideration		10	ALL
Recognition of statutory rights and responsibilities of stakeholders involved		6	ALL
Impact on environment (e.g. leisure centre) if recovery activities increase extent of cordon in the midst of a functioning community. Access to site for transport and impact on community.		15	ALL
General Recovery guidance needs to be expanded for specific activities		3	ALL
No.	Recommendations	Comment from	Supported by
16	Handover of responsibility for the site needs to be clarified in the Plan.	11	ALL
17	Acknowledge time required to implement activities (including legislation); and resources brought to site (logistics)	10	ALL
18	Recovery section needs to be re-written to encompass diverse aspects of recovery activities	4	ALL
19	Consideration for additional stakeholders to be identified to support the recovery phase and activities as early as possible	15	ALL

Note: due to time constraints the next section (Item 5) was not completed; however, participants felt that most issues were already covered within Items 1-4 (above)

Item 5: Site Clearance Cell

Aspects that went well		Comment from	Supported by
Aspects for improvement		Comment from	Supported by
No.	Recommendations	Comment from	Supported by