

DATE STAMP



METROPOLITAN POLICE

Working together for a safer London

INCIDENT MANAGEMENT LOG

BOOK 198

14-6-17
Glenfell Tower
Cdr JEROME

General Registry Folio Number	/ /
CAD Reference Number	
MSU Reference Number	
MPS Exhibit Number	

Critical Incident? Yes ☐ No ☐

Date / Time Declared Critical	
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Date of Incident	Incident/Offence(s)
Location	
Incident Manager	IO
Indexing Method HOLMES / Manual Index / Other Document No. (to be completed by Investigating Officer)	Date / Time Log Commenced
	Date / Time Log Completed
Book No. of	

Protective Marking	
Suitable for Publication Scheme Y/N	
Title and Version	Incident Management Log Book 198
Summary	
Author and Warrant/Pay Number	
Creating Branch, Code and Operational Command Unit/Directorate	
Date Created	
Review Date	

INCIDENT OVERVIEW and IMMEDIATE PRIORITIES

Information/Intelligence (Give details of any information available.)

Information from	Checked (Y / N)	Comments
CAD		
CRIS		
CRIMINT		
S012		
BIU		
Other agencies – specify, e.g. CPT, Probation Service, Social Services, Local Authority		

Resources to Consider	Requested (Y / N)	Comments
TSG		
DOGS		
MEDIC/FIRST AID/LAS		
TRAFFIC		
SO19		
AIR SUPPORT UNIT		
POLSA		
MAPS/PLANS		
SPECIALIST EQUIPMENT (Enforcer Ram, etc)		
Other (specify)		
Other (specify)		

Possible Hazards	Control Measures to Consider
Lethal Weapons (firearms/crossbows/knives, etc)	PPE (body armour) Withdraw Specialist assistance (Kestrel/Trojan) Medics/first aid/LAS
Missile attack	Early withdrawal of non-protected officers PPE (public order equipment/shields, etc) Training and tactics Medics/first aid/LAS
Violent persons	PPE (public order equipment/shields/batons/CS spray/Metvest/handcuffs/ GFLBs, etc) Training and tactics Medics/first aid/LAS
Escape of suspect	Sufficient officers to cover contingency
Fumes/smoke inhalation	Withdraw Specialist teams with respiratory equipment (Kestrel/Trojan) Medics/first aid/LAS
Poor visibility	Air Support Unit (night sun) Technic vehicles/engineers set up lighting Dragon lights/carriers/torches
Unsafe buildings and structures	Withdraw Cordon LFB/Local Authority advisors

Possible Hazards	Control Measures to Consider
Traffic	Traffic Plan Deployment of traffic officers Appropriate dress (high visibility jackets)
Traumatic stress	General supervision Debrief procedures Occupational Health counselling
Explosion	LESLP Major Incident Procedure Manual BOMB ALERT procedure
Fire	LESLP Major Incident Procedure Manual LFB expert advice and control measures
Chemicals	LESLP Major Incident Procedure Manual LFB expert advice and control measures HAZCHEM All non-protected officers to withdraw
Water hazards	Borough flood contingency plans Local Authority procedures Marine Support Unit (all water hazards and ice rescue) Specialist teams with PPE (wellington boots, etc) Technic vehicles with specialist equipment
Noise	Withdraw from noise Obtain ear defence Seek advice from OH4

Specific Risk Assessment – Police Response

A specific risk assessment must be carried out for the incident. **Foreseeable significant hazards** must be identified and **adequate control measures** put in place accordingly. These should be recorded in the table below. Use the tables above to identify the risks and control measures – use Part B if more space is required.

Identified Significant Hazard/Risks (Identify who affected, e.g. police/public)	Control Measures to be Implemented

CRITICAL INCIDENT SOPs For Primary Responding Supervisor

9. Primary Responder

This role applied to anyone who responds to and takes initial control of an incident/ investigation. The main responsibility for the primary responder is to ensure when attending an incident an effective police response occurs that meets and controls the initial demands of the incident/investigation. Staff employed in these roles may also on occasion be the first point of contact when an incident or investigation is initially reported. (Section 8 of these SOPs should also be referred to in these cases.)

9.1 Initial actions

The primary responder must:

- Establish the nature of the incident and follow the relevant SOP/local policy for the situation faced.
- Use the Golden Hour principles when first responding to an incident.
- Identify and initially manage any confidence factors from the victim, family or community.
- Consider if Critical Elements are present which may aggravate or cause confidence issues in the police response.
- Inform a supervisor as soon as possible when the situation is identified as a Critical Incident.

In addition primary responders should:

- Verify call details are correct with source (CAD/IBO/CCC/SRO) and clarify the timescale between the original call and attendance.
- Conduct and assess background intelligence checks before attendance.
- Where able complete a dynamic risk assessment as soon as possible for the incident.
- Set appropriate risk management plans.
- Consider positive intervention, e.g. by promptly arresting any suspects.
- Identify if specialist support is required.
- When a criminal allegation is made staff to follow the Victim Codes of Practice (VCOP).
- Ensure the Quality of Service Minimum Standards are met when investigating and recording incidents (QSMS).

9.2 Supervision and Documentation

Where a critical incident is identified the staff member identifying must:

- Inform and brief a supervisor as soon as possible.
- Ensure the CAD/CRIS reports reflect its status as a critical incident, with a tag/flag* of CI.
- Record clearly any decisions made or actions taken including why the situation has been identified as a critical incident.

CRITICAL INCIDENT RATIONALE

DATE

TIME

SIGNED

POLICE COMMAND STRUCTUREDATE/TIME
ALLOCATED

GOLD

SILVER

BRONZE

BRONZE SCENE

BRONZE CORDONS

BRONZE RVP

BRONZE MEDIA

BRONZE CCTV

BRONZE HOUSE TO HOUSE

BRONZE INTELLIGENCE

SENIOR CID OFFICER

HAT CAR SUPERVISOR

PHOTOG

CRIME SCENE CO-ORDINATOR/HIDO

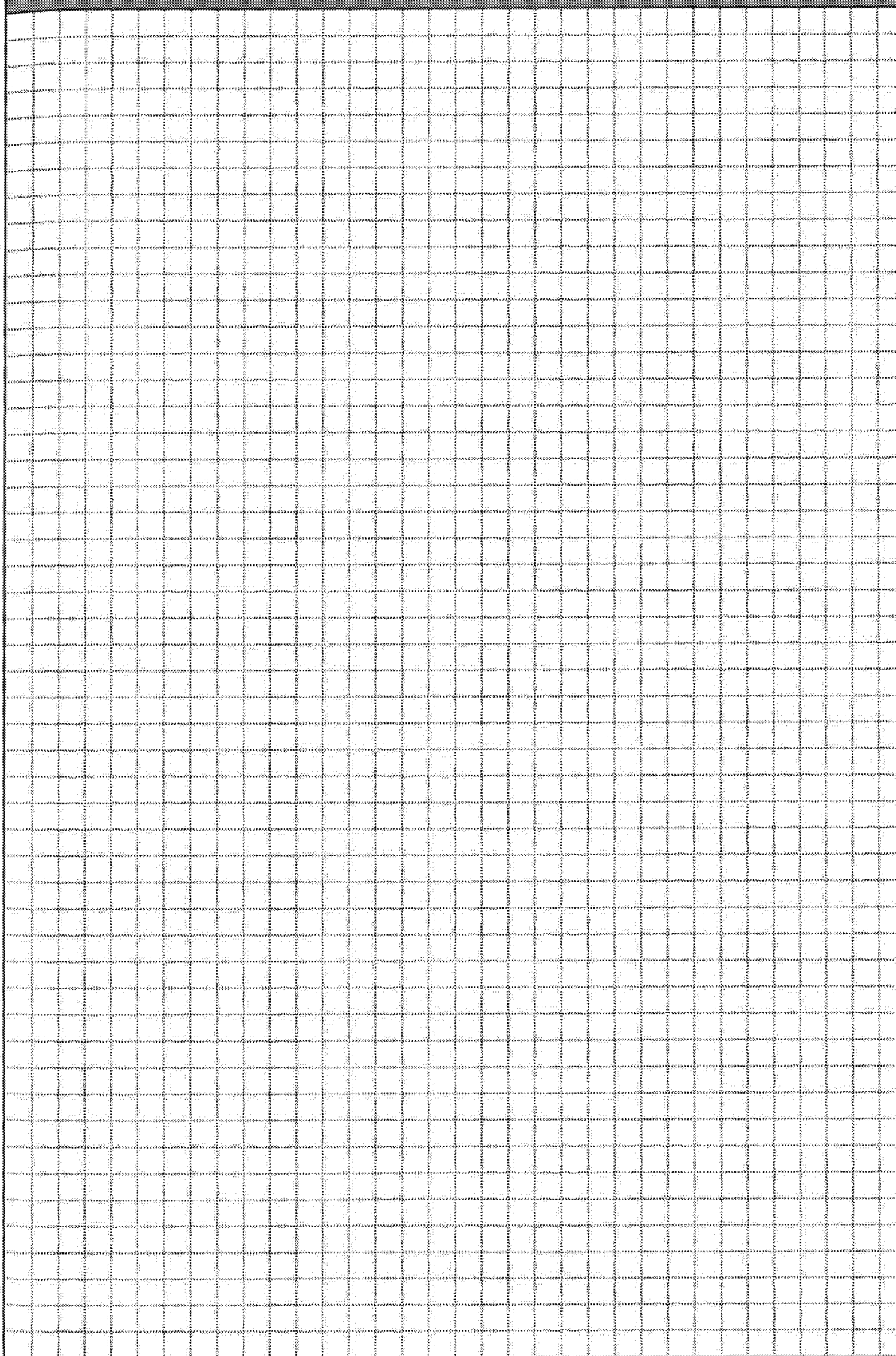
ADDITIONAL ATTENDEES/PARTNER AGENCIES

DATE

TIME

SIGNED

SKETCH OF SCENE
SHOW CORDONS AND ENTRY EXIT ROUTES USED INTO SCENE



PART B - Decision/Action/Events Log

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D/A/R/E		Date/Time Signature
	0420 briefing from Duane BARRETT SOR. CAD 482 0116 LFB Initial 6 pump five, 0122 1st MBS units on scene. 210 MBS units. Greenfell Tower, Latimer Rd, K&S. Supt Paul WARETT on ground. All PSAs there. NID TSC. 2 further PSUs stood up. At least 4 deceased, 30 people out, 120 flats, Everyone onto 999 no counters, 5019 going to go, due to building collapse. 3 PSUs warned now to 6. Not going to put fire out. Welfare - OM initiated @ Kensington - staff on scene, callers, * HAT car, FMOs i.d., Cas B open. DYI Stuart Ratton, [Activate] No No. yet. LT staff coming in. Media - one out. No fly zone. LFB - LAS - All closed both ways. Still in rescue mode. Arranging briefing with Paul Waretts.	
0500	LRF - danger our structure engineer called. Rickard Mills LFB. Gold, NHS Englan TFL.	

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D/A/R/E

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0055 Cranfell Tower, Woot1, block of flats
24 floors, 25m x 25 2nd → 24th floor, 100
persons, high rise procedure, 40 pumps
14 FIU, Ops support unit, difficulty gaining
access 15th floor above. awaiting sit update.
casualty clearing area, calls still coming in.
SCA - stand up. wide evacuation area,
50m area.
4 loops, 30 casualties
Save life, inform public, welfare of staff.
Council owned, managed by armist length.

0030 Conf call P10.

140 flats, 1,2,3 bedrooms
unprecedented, recently refurbished.
3rd up & across. jumping out of building,
people phoning. 35 treated,
civil disorder, people trying to enter scene,
a lot of distress,
DMC -

50 DVI.

133/38 - 58

0030 SCA. St. Mary's hospital, families - accommodation.
MCA with capability.

4th - 23rd floor commission @ scene
partial collapse internally.
no catastrophic collapse.

44 ambulances. 13 conveyed
13
12
16

54
total.

6 deceased.

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Rest centres - consolidating 1 rest centre,
emotional.

A40 closed. -

0830 - acute trusts.

building intact - working up from 12th floor.
Car park of Nth ten being used.

→ counselling request.

→ reduced attendance, ex strategic cover,

Police

Cordons - 6 PSU 120

Hospital

Hammer Smith - underground.

LAS - 2 clearing stations

63 conveyed,

72 resources, 20 on scene.

6 fatalities.

NHS - have got capacity ITU
+ burns.

Local authority - 2 rest centres

221

Walton Road

WOLLEY.

Portobello rugby club 150

✓ Harrow road club 100. - shutting down.

British Red Cross there.

TFK - accepting 13th responders, 5 O/N buses
now 2. A40, 9 buses diversion.

Mayor - going to scene.

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Go fund me pages,
STAC 1000.

Mass fatality working group midday.

- Westminster mortuary closing
- DDM @ Westminster.

* SIM, DVI resilience
messaging about I.D. difficulty.

1115 Floors 1-8 no fatalities

9-10 slight buckling

11 searching.

8-9 stairwell 1 fatality

9-10 " 1 fatality.

2 fatalities jumped

2 brought out.

13th floor above no understanding.

Media response re. initial advice given.

Muslim - offering help.

COBRA - 1600.

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SITUATION/INCIDENT REVIEW

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New risks identified – brief details	Control measures implemented	Comments and other references

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D/A/R/E		Date/Time Signature
1115	<u>Strategic Aim and Objectives</u> Following the 0830 SCC call the above were reviewed as part of the agenda. For clarity this is the revised aim and objectives with the additional elements preceded by a *. <u>Aim:</u> To maintain an effective emergency response, preserve life, minimise the impact on London whilst the incident at Latimer road is ongoing and support the return to normality. <u>Objectives</u> • Preserve life and prevent further loss of life • To minimise the impact on the community, particularly those directly impacted by the incident • Provide support for those impacted by the incident, especially those who may have lost loved ones or whom are injured. * • To secure and preserve evidence to assist the effective investigation of the incident. * • To gather information to enable the identification of those who have died, treating them with dignity and respect, doing so accurately and in a timely manner. • Provide continuity across London • Ensure the health and safety of responding staff including their mental wellbeing. • Provide timely and accurate information to the affected community and wider public. • Aid the return to normality.	

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At 0210 hours on Wednesday 14th June 2017 I was contacted by Cllr Bob Bennett the Met Airp chief inspector informing me that emergency services were responding to reports of a black 7 flats alight at Grosvenor Tower, Latimer Road, Hammersmith. The initial call came at 0113 hrs from LFB and was a 6 pump fire. The next Paul Bennett was making his way to the scene to give a sit rep on the extent of the incident. Cllr B stated he would ring me back once the sit rep had been obtained. At this stage the information was very limited and whilst I considered activating the SOR on the basis of the information and the existing command structure I considered this not to be proportionate, and nothing would be lost in awaiting an update when more information would be available.

1245
14.6.17

At 0230 hours I received a further phone call from Cllr B stating that a major incident had been declared and there were multiple casualties and that a casualty benevolence was being activated. In light of this information I made the decision this would require a full multi-agency response require the establishment of a SCA to co-ordinate this response across all the agencies in line with the JESIP principles and the calling out of the London Resilience Forum to support the establishment of an SCA and the activation of the SOR at Lambeth. Cllr B said he would action these activations.

I then called my staff officer who lives nearby and has access to a MP's vehicle and authorised him to collect me and convey me to the SOR

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	to assume command of the incident from the MPS. I authorised him to use urgent duty driving to facilitate my swift arrival as I am conscious that establishing an early command would help maximise the effectiveness of the police response and would in turn place the MPS in a position to better save life. I arrived at approximately 0410 hrs and was briefed by C/Insp B in relation to the incident. It was clear at this stage that with police and emergency responses and the media coverage that this was a significant operational incident involving the deployment of a considerable volume of resources to respond. It was already clear there could be fatalities albeit the picture was a confusing one still due to the incident still being very much in the response and rescue mode with the LFB having priority due to the specialist equipment and resources required to respond. Supt 10 was at the scene and had put in place a number of bronze commanders to command the response and was acting in the role of silver in my opinion, whilst a police silver at the scene is not common place, usually they are located away from the incident this seemed to be a practical arrangement and to have remained him with his continuity of knowledge, his local knowledge as the local supt would have hampered the police response and, therefore, I took the decision to retain him at scene, with me as gold, supported by C/Insp B. I was also aware	

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	that the call-out plan had been activated which as well as providing the capabilities of a SCA would also determine a person who could assume command. Given the resources available at the time and the dynamic nature I considered this appropriate at this point. I was accompanied by my staff officer, Insp Chatterton, to Lambeth he maintained a log of my decisions and activity. This record gives my thinking, the staff officer log is in chronological order and the SCA minutes provide a record of the multi-agency meetings. Given all of the above it was clear the decision to activate an SCA was appropriate and at 0500 the first SCA was held which was chaired by Richard Mills of LFB. As the agency with primacy, his seniority in LFB as an assistant commissioner and his continuity of being involved in the incident this was appropriate. In my experience the police would normally chair an SCA, however, this is not mandated and it can be any member of the SCA. The record of the meeting was produced and the meeting was very much at this stage about obtaining an early common operating picture. After the meeting concluded I decided to notify my DAC and AC. My reasons for doing so at this stage were that given the hour of the day it was clear that senior stakeholders would be waking up to the news and I wanted to be in a position to provide an early update to enable them	

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New risks identified –
brief details

Control measures implemented

Comments and other references

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to inform senior stakeholders both internally and externally.

At approximately 0600 hrs the staff who had been called in started to arrive. This included partners and Joe Stokoe who had been called in as silver. RM of LFB had also arrived from the 0630 SCA. We had a discussion and he asked if I would be content to chair the SCA. Having considered this and reviewed the decision to ~~chair~~^{chair} have LFB chair the first meeting I considered this change was appropriate.

This was due to the SCA's of the infrastructure being in the SOR, a place familiar to police, the normal operating pattern of the police acting in a co-ordinating role and given the standing up of the casualty bureau the number of anticipated casualties. I am an officer of 26 years service, with one year in the rank of commander, I have previously chaired SCAs, albeit not of this scale in my previous force of Kent, have successfully passed the operational policing element of the Strategic Command Course, have attended the MACIC course and am a Strategic Firearms and Public Order Commander. I, therefore, considered I possessed the necessary skills and experience.

The record of the meeting shows an updated strategy. The purpose of revising this and it was agreed by the SCA was to provide a focus for agency silver to devise a tactical plan to aid the response

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to the incident. It was my intention to review and refine the strategy, but at this stage of the incident and with the dynamic nature of the incident it was clear that this strategy would be fit for purpose and encapsulated the objective of JESIP in working together to save life, support those affected, to look after responders not only in light of our H&S obligations but to maintain the effectiveness of the response, to continue to provide a service to the rest of London and allow a return to normality, albeit accepting this would be a new normality for many people. Providing timely information would help keep people informed, reduce the demand on the emergency services and assist in identifying those missing. There was a discussion about releasing the details of casualties and fatalities. There was a nervousness about releasing precise data at this stage due to the potential unreliability by NHS E and the coroner. Whilst I was of the opinion to release the information with caveats I was conscious this was a partnership and the coroner has a responsibility for investigating fatalities it would be appropriate to avoid precise numbers and state that there would be likely to be fatalities. I was acutely aware that the Cas 3 was being activated. Given the scale of the incident and the high potential for significant numbers of people missing and the need to provide information and support in line with the strategy that this should be activated asap. At this time there was also

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D/A/R/E

speculation in the social media that it may have been terrorism related, whilst there was no indication of so it was rising in the public consciousness which would increase demands on the public emergency services even though false. This would also coincide with people wearing up and hearing the news. I, therefore, made a requirement of D/Supt Stuart Hill to open Cas B asap, whilst this was achieved at approximately 0700 the initial demand overcame the operators and MOP heard a recorded announcement, whilst not unusual it did not fit with the revised objective. I had anticipated this and had previously authorised C/Inop B to bring online mutual aid assistance.

With additional resources coming on duty I was able to revise the command structure. Joe Stokoe was silver, Paul W was in the process of being stood down, a bronze cordon, hospital, investigation, SIM, media and resources were all put in place. It was my intention to expand this once more resources became available.

I continued to chair the next SCA 0830. My intention of this meeting was to clarify the specific numbers in order to release these as primarily the police and LFB were raising significant questions as to these and why these were not being released which was beginning to detract from the remainder of the messaging. It was also my intention to refine and review further the

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strategy as more demands became known, the incident was becoming more complex, more agencies were joining and with more information. The coroner and NHSE accepted the case for the release of remains and this was agreed and released. The rationale for the strategy shown at page 13 was as follows; The aim remained broadly unchanged, given the circumstances. Whilst the objectives were in priority order for some they were of similar importance. The preservation of life is a key objective of Category 1 responders and of JESIP. The phase of the operation was such that this was still the primary mode of rescue. In minimising the impact on the community this was in no way ^{not} underestimating the impact nor seeking to fail to acknowledge it but was in light of many people losing all they possessed, of being displaced and being in a position where this impact could be minimised. The providing of support was deliberately broad to allow scope for practical support in food, clothing, shelter but also emotional support as many had gone through or seen very traumatic events. It recognises the human tragedy of events as many events and reviews have highlighted that emergency services do not take sufficient account of the uniqueness of the human experience. As it was clear there was loss of life there would be a coronial investigation, but also a broader investigation encompassing a number of agencies. Therefore,	

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	rearning and preserving evidence was key to facilitate this. The identification of the deceased in a hugely complex and disruptive scene and learning the lessons in doing so with dignity and respect was crucial. I was aware that the tower block contained people from different faiths, ethnicities and languages and such diversity needed to be acknowledged in how we treated both the living and the dead. Whilst a major incident the remainder of London still required its everyday response. The health and safety duties remained but I considered this to include mental wellbeing as colleagues had witnessed deeply traumatic events and this was in the context of previous deeply traumatic events of terrorist attacks on London and Westminster bridges. The rationale for timely information remained as did the return to normality. Whilst the activity was still very much in the response phase I was conscious owing to the number of people involved that rest centres would be crucial and a place was needed for friends and family. The RA have primary for the rest centres and have enlisted the support of the Red Cross and the friends and family centre is to be established. Whilst there were still a number of uncertainties it was clear that time needed to be used to allow strategic managers of the agencies to oversee their own sovereign arrangements and for the establishment of co-ordinating groups which could inform the OCA moving forward, therefore, with this in mind the	

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next SCA would take place @ 1400 hrs and in the meantime silver meetings would continue to take place.

The 1400 SCA gave a sense that the initial life saving phase was coming to an end as the LFR stated that all 'rescueable' life had been saved.

The rest centres had been established and were functioning under the authority of the LA and were now receiving kind donations from ROP. The co-ordinating groups under the SCA had been established and were undertaking key roles. I was conscious that in line with the strategy to improve the transport links in the area, however, due to debris and the potential instability of the building the safety of people using those roads and rail could not be guaranteed and therefore remained closed. A concern had been voiced about the air quality and this had been considered by PHE and there was no concern for wider health risks. The LA had 3 welfare centres, were organising alternative accommodation and were being supported by the Red Cross, housing line and the Friends and family centre had been quickly established at the Portobello Rugby Trust. The coroner had established the MFLC and was releasing storage space. The coroner was working to put in place the identification arrangements simply to give news to families, however, there would be practicalities in doing so due to the intensity of the fire. The LA were activating the humanitarian assistance protocol.

Present in the meeting was Richard Smith who is taking over from me and the meeting and prior briefings would ensure he possessed the information to assume command.

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D/A/R/E		Date/Time Signature
	DAC Peter Terry had visited the SOR to confirm command continuity arrangements while Richard Smith taking over from me and I would then take back command from Richard during the course of Thursday morning. PT was satisfied with the SOR and SL arrangements and has this was progressing. I have handed command to Richard Smith.	Completed 2000 hrs 14.6.17

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